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1986
COMPENSATION AND BENEFITS SURVEY
OF
COLLEGE AND UNIVERSITY
CHIEF EXECUTIVE OFFICERS

American Council on Education
Association of Governing Boards of Universities and Colleges
and
College and University Personnel Association

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April 1987

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INTRODUCTION

This report summarizes the results of the second Compensation and Benefits survey of College and University Chief Executive Officers. The initial survey was published in 1984. This study represents a major step forward in developing a useable and informative data base on CEO compensation and benefit practices. The current survey significantly increases the breadth of reported information and provides greater depth regarding total compensation opportunities.

The survey study is a collaborative effort of the American Council on Education (ACE), the Association of Governing Boards of Universities and Colleges (AGB), and the College and University Personnel Association (CUPA). As in the past, it was conducted by Sibson & Company, an international human resource consulting firm that specializes in executive compensation.

Interest in the survey is evidenced by the 8 percent increase in questionnaires tabulated (1,429 versus 1,326 in 1984). The total of 1,429 questionnaires received represents a 55 percent response rate, up from 51 percent in the 1984 survey.

The conscientiousness evidenced by those completing the questionnaires also underscores the high level of interest in the survey. The study's sponsors wish to commend all participants on the excellent cooperation shown in completing what must be considered a complex questionnaire. While the current survey added to the available range of information, responses indicate additional opportunities exist for improving the survey document. It is projected that the survey will be carried out biennially.

The survey results should be of significant help to all who are interested in CEO compensation, especially:

- Governing Boards in making informed judgments about the competitiveness of CEO total compensation packages and in total compensation planning and personnel program development.
- College and university CEOs in restructuring or reevaluating their compensation and benefit programs.
- Search Committees, by making competitive comparison data available to help develop appropriate total compensation packages.

Those interested in specific competitive practices may request special studies on a select survey population. This information can be provided without sacrificing survey confidentiality.

Special study requests may be made by completing the Special Study request form provided at the end of the survey, or by contacting CUPA at the following address:

CUPA CEO Study
11 Dupont Circle
Suite 120
Washington, DC 20036
(202) 462-1038

CUPA will then forward all requests to Sibson & Company who will perform any analysis and provide the information requested.

Again, we thank all the participants for their assistance in helping to make this survey a success.

Robert H. Atwell
President, ACE

Robert L. Gale
President, AGB

Richard C. Creal
Executive Director, CUPA

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ACE

An independent, nonprofit association founded in 1918, the American Council on Education (ACE) represents all accredited postsecondary institutions, as well as national and regional higher education associations.

AGB

The Association of Governing Boards of Universities and Colleges (AGB) is a nonprofit educational organization. Today comprised of governing, coordinating, and advisory boards of postsecondary education, AGB began in 1921 as an informal organization of public university trustees. The Association established its first full-time professional staff and its Washington, D.C. offices in 1964, in response to the ever-increasing needs of the academic community. That same year, membership was opened to college and private university governing boards.

AGB now successfully serves some 26,000 trustees, regents, and chief executive officers representing nearly 1,600 colleges and universities -- private, public, two-year, four-year, general and specialized.

CUPA

The College and University Personnel Association (CUPA) is an international network of 4,500 personnel administrators representing 1,300 colleges and universities. Through regular and special publications and studies, CUPA works to keep its members informed of the latest legal, legislative, and regulatory developments affecting personnel administration, as well as trends and innovative policies and practices in the field. Services include a semimonthly newsletter, a journal, an annual conference, regional meetings, and seminars on timely topics of special interest to the personnel profession.

SIBSON & COMPANY

Sibson & Company is a leading international human resource management and compensation consulting firm. Their consulting services include organization and staffing analysis, personnel succession and development planning, executive compensation, salary and job evaluation program development, performance appraisal, and employee communications. Assistance is provided to organizations on an ongoing basis to audit, develop, and implement programs designed to improve people productivity and organization effectiveness. Consulting and survey assistance is provided for a wide range of industry groups including a substantial number of educational and other nonprofit organizations.

EXECUTIVE SUMMARY

The 1986 Compensation & Benefits Survey of College And University Chief Executive Officers provides data on salaries and a broad range of benefits and perquisites that comprise the compensation packages available to Chief Executive Officers. The survey report is based on data compiled from questionnaires submitted by 1,429 institutions. A summary of the result of our study is presented on the following five pages.

PARTICIPANT PROFILE

Classification

- 38 percent are 2-year colleges.
- 31 percent are baccalaureate colleges.
- 24 percent are universities (3 combined categories).

Institution Structure

- 58 percent are public institutions.
- 70 percent are single institutions.

Operating Budget

- 44 percent have budgets under \$10 million.
- 30 percent have budgets over \$25 million.
- 10 percent have budgets over \$100 million.

Enrollment (Full-time Equivalents)

- 30 percent have less than 1,000 FTEs.
- 50 percent have less than 2,000 FTEs.
- 24 percent have over 5,000 FTEs.
- 12 percent have over 10,000 FTEs.

CEO PROFILE

The average CEO would, in general, have the following characteristics:

- Hired from outside of the institution/system.
- Employed from another administrative staff position.
- Employed 7 years or less as CEO.
- Aged 50 years or older.

EMPLOYMENT POLICIES AND PRACTICES

Contract Agreements

- 75 percent have contractual agreements.
- 75 percent of the agreements are formal written contracts or letters of agreement.
- 33 percent of the contracts have a term of one year; 20 percent do not specify a time frame.

Tenure Status

- In most cases, an individual's tenure status does not change upon assuming the CEO position.
- The majority of tenured individuals retain their tenured status as CEOs.
- The majority of nontenured individuals promoted or hired from outside the institution/system are not granted tenure upon becoming CEOs, nor are provisions made for them to achieve tenure during their service as CEOs.

Salary Increases

- 82 percent of CEOs report receiving salary increases during the last 12 months.
- 67 percent of those receiving increases also had annual or periodic performance reviews.
- 89 percent of CEOs receiving performance reviews, had been reviewed within 12 months of their prior reviews.

Performance Review Process

- More CEOs are receiving formal performance reviews; 62 percent in 1987 compared to 55 percent in 1984.
- 66 percent of the CEOs are reviewed annually -- twice the number reported in the 1984 survey (33 percent).
- 66 percent of the reviews are performed by governing Boards or special Committees of the Boards.

EXECUTIVE BENEFITS AND PERQUISITES

Medical/Hospital Insurance

- Virtually all institutions (98 percent) provide an insurance plan to the CEO and his/her family.
- Typically, the institution pays 50 percent or more of premium cost for the CEO and his/her family; 63 percent, however, pay the full premium costs.

Other Insurance Plans

- The second most common insurance plan offered to the CEO is basic life insurance.

- Over 75 percent of the institutions reporting provide the CEO with accidental death and dismemberment insurance.
- More than 75 percent of the institutions providing these types of insurance plans, pay 50 percent or more of the premium costs.
- Life and medical insurance are the two types of coverage most often reduced following retirement.

Retirement Income and Supplemental Retirement Income

- The most frequently reported percentage of contribution by the institution is 10 percent or below.
- The most frequently reported percentage for CEOs is 8 percent or below.
- Approximately 50 percent of the institutions in the survey offer supplemental retirement income plans for CEOs.

Sabbaticals, Vacation and Leave of Absence

- 28 percent of the institutions surveyed provide sabbaticals to their CEOs.
- After 7 years, on average, CEOs are eligible for sabbaticals.
- Eight months is the average sabbatical duration; 98 percent of the sabbaticals are paid, either partially or in full by the institution.
- Almost 60 percent of the CEOs in the survey report four weeks annual earned vacation.
- 71 percent of the institutions surveyed grant a leave of absence for personal or medical reasons.

Housing and Cars

- Approximately half of all institutions surveyed provide residences. As in the case with many benefits, 2-year schools are less likely to offer this benefit; only 24 percent provide residences compared to over 80 percent of baccalaureate colleges and universities.
- Approximately 75 percent of the institutions surveyed provide cars for the CEO's use. In addition, most institutions pay all fuel and maintenance expenses.

Overall, the survey results indicate that the various benefits and perquisites are important elements of the total compensation packages available to college and university CEOs.

PART I: PROFILE OF PARTICIPATING INSTITUTIONS

A total of 1,429 institutions provided data for the 1986 Compensation and Benefits Survey of College and University Chief Executive Officers. This represents an increase of 8 percent over the 1984 study. The following charts show the distribution of participating institutions by classification, institution type, and system structure.

TYPE OF INSTITUTION

As the charts indicate, two-year colleges and baccalaureate colleges are the two most frequently reported institution classifications. Two-year colleges account for slightly over a third (38%) and baccalaureate colleges for slightly less than a third (31%) of the participating institutions. More than half of the reporting institutions are public and 70 percent are single institutions.

<u>PARTICIPATING INSTITUTIONS BY CLASSIFICATION**</u>		
	<u>NUMBER OF *</u> <u>INSTITUTIONS</u>	<u>PERCENT OF</u> <u>TOTAL</u>
Research University	75	5%
Other Doctoral-Granting University	50	4
Comprehensive University	210	16
Baccalaureate College	443	31
Specialized Institution	92	6
Two-Year College	<u>515</u>	<u>38</u>
OVERALL	1,359	100%

*Each institution did not respond to each question. Totals for each question may not equal 1,429.

**The definition of the categories is included as Appendix 14.

PARTICIPATING INSTITUTIONS BY INSTITUTION TYPE

	<u>NUMBER OF INSTITUTIONS</u>	<u>PERCENT OF TOTAL</u>
Public	826	58%
Private, Independent	318	23
Private, Church Related	<u>269</u>	<u>19</u>
OVERALL	1,413	100%

PARTICIPATING INSTITUTIONS BY SYSTEM STRUCTURE

	<u>NUMBER OF INSTITUTIONS</u>	<u>PERCENT OF TOTAL</u>
Single Institution	989	70%
Administrative Office of a System	79	5
Main Campus Heading a System	39	3
Campus Within a System	<u>307</u>	<u>22</u>
OVERALL	1,414	100%

SIZE OF INSTITUTION

More than a quarter (29%) of the institutions in the survey have operating budgets over \$25 million. Over two-fifths have operating budgets below \$10 million. Twenty-four percent report enrollments over 5,000, and slightly over one-half (52%) have enrollments of less than 2,000. The following charts show the distribution of participating institutions by operating budget, full-time enrollment, and institution classification.

PARTICIPATING INSTITUTIONS BY OPERATING BUDGET

<u>1986-1987 OPERATING BUDGET - (\$ Millions)</u>	<u>NUMBER OF INSTITUTIONS</u>	<u>PERCENT OF TOTAL</u>	<u>AVERAGE OPERATING BUDGET</u>
Less than \$5.0	281	21%	\$ 3.0
5.0 - 9.9	312	23	7.2
10.0 - 14.9	183	14	12.3
15.0 - 19.9	114	9	17.2
20.0 - 29.9	117	9	24.6
30.0 - 39.9	85	6	35.0
40.0 - 49.9	40	3	43.4
50.0 - 74.9	63	5	60.2
75.0 - 99.9	31	2	83.6
100.0 and Above	<u>108</u>	<u>8</u>	<u>363.0</u>
OVERALL	1,426	100%	\$ 49.1

PARTICIPATING INSTITUTIONS BY ENROLLMENT

<u>FULL-TIME EQUIVALENT ENROLLMENT</u>	<u>NUMBER OF INSTITUTIONS</u>	<u>PERCENT OF TOTAL</u>	<u>AVERAGE ENROLLMENT</u>
Less than 500	152	11%	299
500 - 999	234	18	756
1,000 - 1,999	302	23	1,430
2,000 - 3,999	255	19	2,785
4,000 - 4,999	63	5	4,386
5,000 - 7,999	107	8	6,110
8,000 - 9,999	50	4	9,051
10,000 - 14,999	71	5	12,031
15,000 and Above	<u>90</u>	<u>7</u>	<u>30,095</u>
OVERALL	1,426	100%	4,766

Direct comparison between 1984 and 1987 criteria (budget and enrollment) is not possible as the categories were changed to provide a more even distribution of respondents. However, the percentage of institutions in the lowest budgetary categories have decreased with a corresponding increase in the larger budgetary categories. By contrast, the enrollment categories are quite similar to the 1984 results.

The definition of the categories is included as Appendix 14.

PARTICIPATING INSTITUTIONS BY CLASSIFICATION

	<u>NUMBER OF INSTITUTIONS</u>	<u>PERCENT OF TOTAL</u>
<u>TWO-YEAR COLLEGES</u>		
Public	446	33%
Private, Independent	46	3
Private, Religious Group-Related	23	2
ALL TWO-YEAR COLLEGES	515	38%

BACCALAUREATE COLLEGES

Public	78	6%
Private, Independent	153	11
Private, Religious Group-Related	182	14
ALL BACCALAUREATE COLLEGES	413	31%

RESEARCH UNIVERSITIES

Public	58	4%
Private, Independent	16	1
Private, Religious Group-Related	1	*
ALL RESEARCH UNIVERSITIES	75	5%

PARTICIPATING INSTITUTIONS BY CLASSIFICATION

(continued)

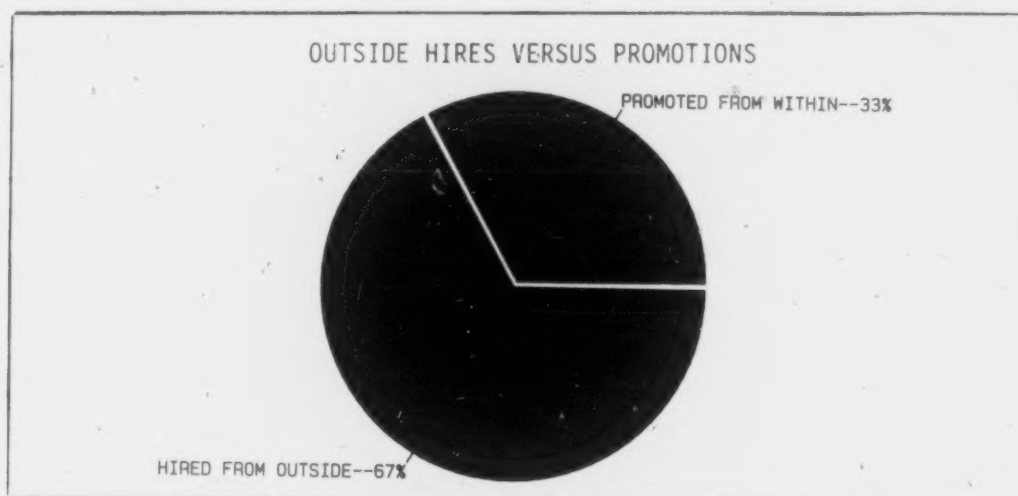
	<u>NUMBER OF INSTITUTIONS</u>	<u>PERCENT OF TOTAL</u>
<u>OTHER DOCTORAL GRANTING UNIVERSITIES</u>		
Public	29	2%
Private, Independent	14	1
Private, Religious Group-Related	7	1
ALL OTHER DOCTORAL GRANTING UNIVERSITIES	50	4%
<u>COMPREHENSIVE UNIVERSITIES</u>		
Public	145	11%
Private, Independent	43	3
Private, Religious Group-Related	22	2
ALL COMPREHENSIVE UNIVERSITIES	210	16%
<u>SPECIALIZED INSTITUTIONS</u>		
Public	16	1%
Private, Independent	32	2
Private, Religious Group-Related	12	1
Other	32	2
ALL SPECIALIZED INSTITUTIONS	92	6%
TOTAL	1,353	100%

*Less than 1 percent.

PART II: PROFILE OF CHIEF EXECUTIVE OFFICERS

SOURCE OF CANDIDATES

As shown in the following exhibit, 67 percent of the Chief Executives Officers in the survey were hired from outside their institutions/systems. In 1984, 69 percent of the CEOs were hired from outside.



PRIOR POSITION

The majority of the CEOs surveyed (58%) reported that they were on an administrative staff prior to their appointments as CEOs. The least frequently reported prior position was faculty member (9%).

POSITION PRIOR TO APPOINTMENT AS CHIEF EXECUTIVE OFFICER	
PRIOR POSITION	PERCENT OF CHIEF EXECUTIVE OFFICERS
Chief Executive Officer, Other Institution	19%
Faculty	9
Administrative Staff	58
Other	<u>14</u>
OVERALL	100%

YEARS IN POSITION

Fifty-eight percent of the CEOs in the survey have been in their present positions for six years or less. The average time in position is seven years. The chart below shows the distribution of CEOs by years in position.

<u>YEARS AS CHIEF EXECUTIVE OFFICER</u>	
<u>YEARS</u>	<u>PERCENT OF CHIEF EXECUTIVES</u>
Less than 4 years	34%
4 to 6 years	24
7 to 9 years	17
10 to 12 years	10
13 to 15 years	6
15 years or more	<u>9</u>
OVERALL	7

AGE OF CHIEF EXECUTIVE OFFICERS

Sixty-five percent of the CEOs in the survey are age 50 and over. As the following chart shows, the 1987 age distribution of CEOs does not differ from the 1984 distribution by more than 3 percent in any category.

<u>AGE OF CHIEF EXECUTIVE OFFICERS</u>		
<u>AGE</u>	<u>PERCENT OF TOTAL</u>	
	<u>1987</u>	<u>1984</u>
Under 40	3%	4%
40 - 44	11	13
45 - 49	21	21
50 - 54	26	26
55 - 59	23	20
60 or Over	<u>16</u>	<u>16</u>
	100%	100%

PREVALENCE OF MINORITIES AND WOMEN

One-hundred and ten (110), 8 percent of the CEOs surveyed, are members of a minority group. This is a 2 percent increase over the number of minority members reported in the 1984 survey. There is also a 1 percent increase of women in the current survey population, up from 8 to 9 percent.

PART III: SALARY AND OTHER CASH COMPENSATION

ALL-INSTITUTION SALARY SUMMARY

Analysis of the data shows that the average salaries paid to CEOs are generally related to the size of the institution as measured by operating budget and enrollment. The following charts show current annual salary, number of institutions responding dollar amount of last increase and percent of last increase by operating budget and classification. A more detailed analysis of the relationship between salary and institution size, type and classification is shown on the following pages.

<u>1986-1987 OPERATING BUDGET (\$ Millions)</u>	<u>CURRENT ANNUAL SALARY</u>	<u>NUMBER RESPONDING</u>	<u>PERCENT OF LAST INCREASE</u>
Less than \$5.0	\$56,300	282	7.8%
\$ 5.0 - \$ 9.9	63,200	313	6.8
10.0 - 14.9	70,900	183	7.8
15.0 - 19.9	77,200	114	7.0
20.0 - 24.9	76,700	62	6.6
25.0 - 49.9	90,400	181	6.9
50.0 and Above	89,100	203	8.2
OVERALL	\$73,800	1,338*	7.2%
<u>Institution Classification</u>			
Research University	\$103,100	75	8.4%
Other Doctoral - Granting University	95,200	48	8.7
Comprehensive University	88,200	222	6.9
Baccalaureate College	67,400	442	7.8
Specialized Institution	81,700	92	8.6
Two-Year College	63,800	530	6.9
OVERALL	\$ 73,100	1,409*	7.4%

*Discrepancies in the two overall increase percentages and number responding can be attributed to different size samples since not every institution responded to every survey item.

CHIEF EXECUTIVE OFFICERS OF ALL RESEARCH UNIVERSITIES
(By Operating Budget)

PUBLIC

<u>OPERATING BUDGET (\$ Millions) Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$50.0	14	\$ 78.9
50.0 - 99.9	6	83.0
100.0 and Above	<u>37</u>	<u>102.7</u>
OVERALL	57	\$ 94.8

PRIVATE, INDEPENDENT

<u>OPERATING BUDGET (\$ Millions) Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$250.0	9	\$128.5
250.0 and Above	<u>7</u>	<u>146.3</u>
OVERALL	16	\$136.3

PRIVATE, RELIGIOUS-AFFILIATED

<u>OPERATING BUDGET (\$ Millions) Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
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INSUFFICIENT DATA

CHIEF EXECUTIVE OFFICERS OF ALL RESEARCH UNIVERSITIES
(By Enrollment)

PUBLIC

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 9,000	18	\$ 78.6
9,000 - 14,999	7	96.0
15,000 and Above	<u>31</u>	<u>103.6</u>
OVERALL	56	\$ 94.6

PRIVATE, INDEPENDENT

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 10,000	9	\$122.9
10,000 and Above	<u>7</u>	<u>153.4</u>
OVERALL	16	\$136.3

PRIVATE, RELIGIOUS-AFFILIATED

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
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I N S U F F I C I E N T D A T A

CHIEF EXECUTIVE OFFICERS OF ALL OTHER DOCTORAL - GRANTING UNIVERSITIES
(By Operating Budget)

PUBLIC

OPERATING BUDGET (\$ Millions)		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$50.0	7	\$88.5
50.0 and Above	<u>22</u>	<u>95.3</u>
OVERALL	29	\$93.7

PRIVATE, INDEPENDENT

OPERATING BUDGET (\$ Millions)		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$50.0	7	\$ 87.1
50.0 and Above	<u>7</u>	<u>108.0</u>
OVERALL	14	\$ 97.5

PRIVATE, RELIGIOUS-AFFILIATED

OPERATING BUDGET (\$ Millions)		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>

INSUFFICIENT DATA

CHIEF EXECUTIVE OFFICERS OF ALL OTHER DOCTORAL - GRANTING UNIVERSITIES
(By Enrollment)

PUBLIC

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 10,000	14	\$98.1
10,000 and Above	<u>15</u>	<u>89.6</u>
OVERALL	29	\$93.7

PRIVATE, INDEPENDENT

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 3,500	8	\$ 83.5
3,500 and Above	<u>6</u>	<u>111.3</u>
OVERALL	14	\$ 97.5

PRIVATE, RELIGIOUS-AFFILIATED

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
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INSUFFICIENT DATA

CHIEF EXECUTIVE OFFICERS OF ALL COMPREHENSIVE UNIVERSITIES
(By Operating Budget)

PUBLIC

<u>OPERATING BUDGET</u> <u>(\$ Millions)</u>		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$10.0	5	\$ 61.0
10.0 - 14.9	9	75.4
15.0 - 19.9	10	74.5
20.0 - 24.9	14	77.6
25.0 - 49.9	42	98.7
50.0 - 99.9	35	80.5
100.0 and Above	<u>30</u>	<u>105.2</u>
OVERALL	145	\$ 89.2

PRIVATE, INDEPENDENT

<u>OPERATING BUDGET</u> <u>(\$ Millions)</u>		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$10.0	8	\$ 76.8
10.0 - 19.9	8	84.5
20.0 - 29.9	10	88.3
30.0 - 39.9	7	92.5
40.0 and Above	<u>10</u>	<u>125.1</u>
OVERALL	43	\$ 94.7

PRIVATE, RELIGIOUS-AFFILIATED

<u>OPERATING BUDGET</u> <u>(\$ Millions)</u>		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$20.0	9	\$68.7
20.0 - 29.9	7	76.6
30.0 and Above	<u>6</u>	<u>84.9</u>
OVERALL	22	\$75.6

CHIEF EXECUTIVE OFFICERS OF ALL COMPREHENSIVE UNIVERSITIES
(By Enrollment)

PUBLIC

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 2,000	9	\$73.2
2,000 - 3,999	19	75.9
4,000 - 4,999	17	76.2
5,000 - 7,999	29	75.2
8,000 - 14,999	46	86.7
15,000 and Above	25	98.9
OVERALL	145	\$89.4

PRIVATE, INDEPENDENT

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 2,000	14	\$ 79.8
2,000 - 3,999	16	88.5
4,000 and Above	12	119.9
OVERALL	42	\$ 94.5

PRIVATE, RELIGIOUS-AFFILIATED

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 2,500	7	\$70.6
2,500 - 3,499	8	81.1
3,500 and Above	7	74.4
OVERALL	22	\$75.6

CHIEF EXECUTIVE OFFICERS OF ALL BACCALAUREATE COLLEGES
(By Operating Budget)

PUBLIC

OPERATING BUDGET (\$ Millions)		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$10.0	18	\$60.4
10.0 - 19.9	31	65.1
20.0 - 29.9	12	71.7
30.0 and Above	17	73.4
OVERALL	78	\$66.8

PRIVATE, INDEPENDENT

OPERATING BUDGET (\$ Millions)		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$5.0	28	\$50.4
5.0 - 7.4	19	66.3
7.5 - 9.9	19	71.2
10.0 - 14.9	32	76.8
15.0 - 19.9	21	86.4
20.0 and Above	34	98.5
OVERALL	153	\$76.1

PRIVATE, RELIGIOUS-AFFILIATED

OPERATING BUDGET (\$ Millions)		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$5.0	35	\$44.0
5.0 - 7.4	50	57.0
7.5 - 9.9	24	60.0
10.0 - 14.9	43	69.1
15.0 and Above	30	83.8
OVERALL	182	\$62.2

CHIEF EXECUTIVE OFFICERS OF ALL BACCALAUREATE COLLEGES
(By Enrollment)

PUBLIC

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 1,000	10	\$59.9
1,000 - 1,999	17	65.2
2,000 - 2,999	16	68.9
3,000 - 3,999	17	65.3
4,000 and Above	<u>17</u>	<u>71.8</u>
OVERALL	77	\$66.8

PRIVATE, INDEPENDENT

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 500	30	\$53.9
500 - 999	38	73.0
1,000 - 1,499	31	78.6
1,500 - 1,999	24	86.8
2,000 and Above	<u>27</u>	<u>95.1</u>
OVERALL	150	\$76.5

PRIVATE, RELIGIOUS-AFFILIATED

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 500	34	\$42.6
500 - 749	26	55.6
750 - 999	39	62.1
1,000 - 1,499	45	64.8
1,500 and Above	<u>37</u>	<u>80.8</u>
OVERALL	181	\$62.0

CHIEF EXECUTIVE OFFICERS OF ALL SPECIALIZED INSTITUTIONS
(By Operating Budget)

PUBLIC

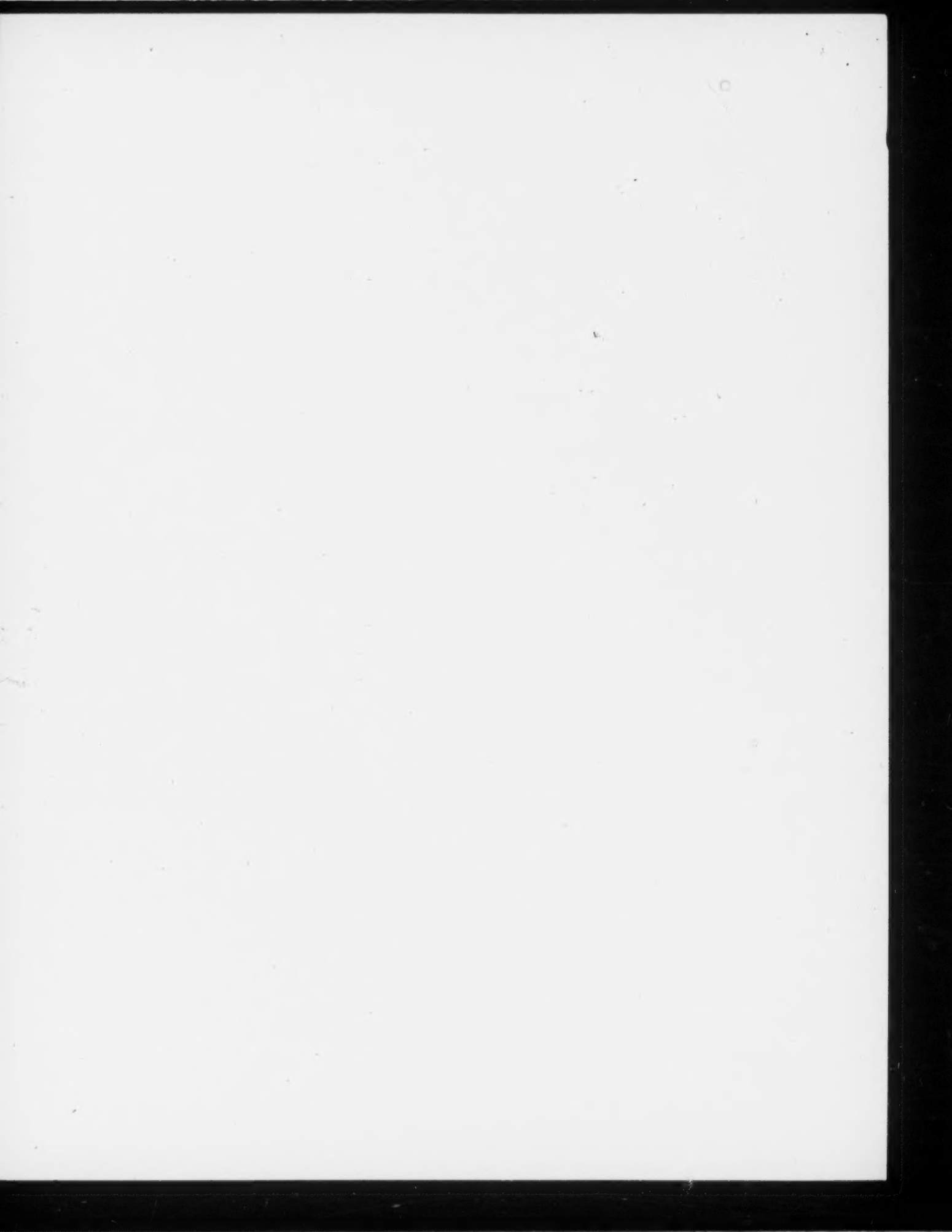
<u>OPERATING BUDGET</u> <u>(\$ Millions)</u>		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$50.0	9	\$ 73.3
50.0 and Above	<u>7</u>	<u>109.3</u>
OVERALL	16	\$ 89.0

PRIVATE, INDEPENDENT

<u>OPERATING BUDGET</u> <u>(\$ Millions)</u>		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$2.0	9	\$ 63.9
2.0 - 4.9	13	86.0
5.0 - 9.9	11	95.0
10.0 and Above	<u>13</u>	<u>129.0</u>
OVERALL	46	\$ 96.0

PRIVATE, RELIGIOUS-AFFILIATED

<u>OPERATING BUDGET</u> <u>(\$ Millions)</u>		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$2.0	8	\$39.5
2.0 - 2.9	7	44.3
3.0 and Above	<u>8</u>	<u>60.2</u>
OVERALL	23	\$48.2



CHIEF EXECUTIVE OFFICERS OF ALL SPECIALIZED INSTITUTIONS
(By Enrollment)

PUBLIC

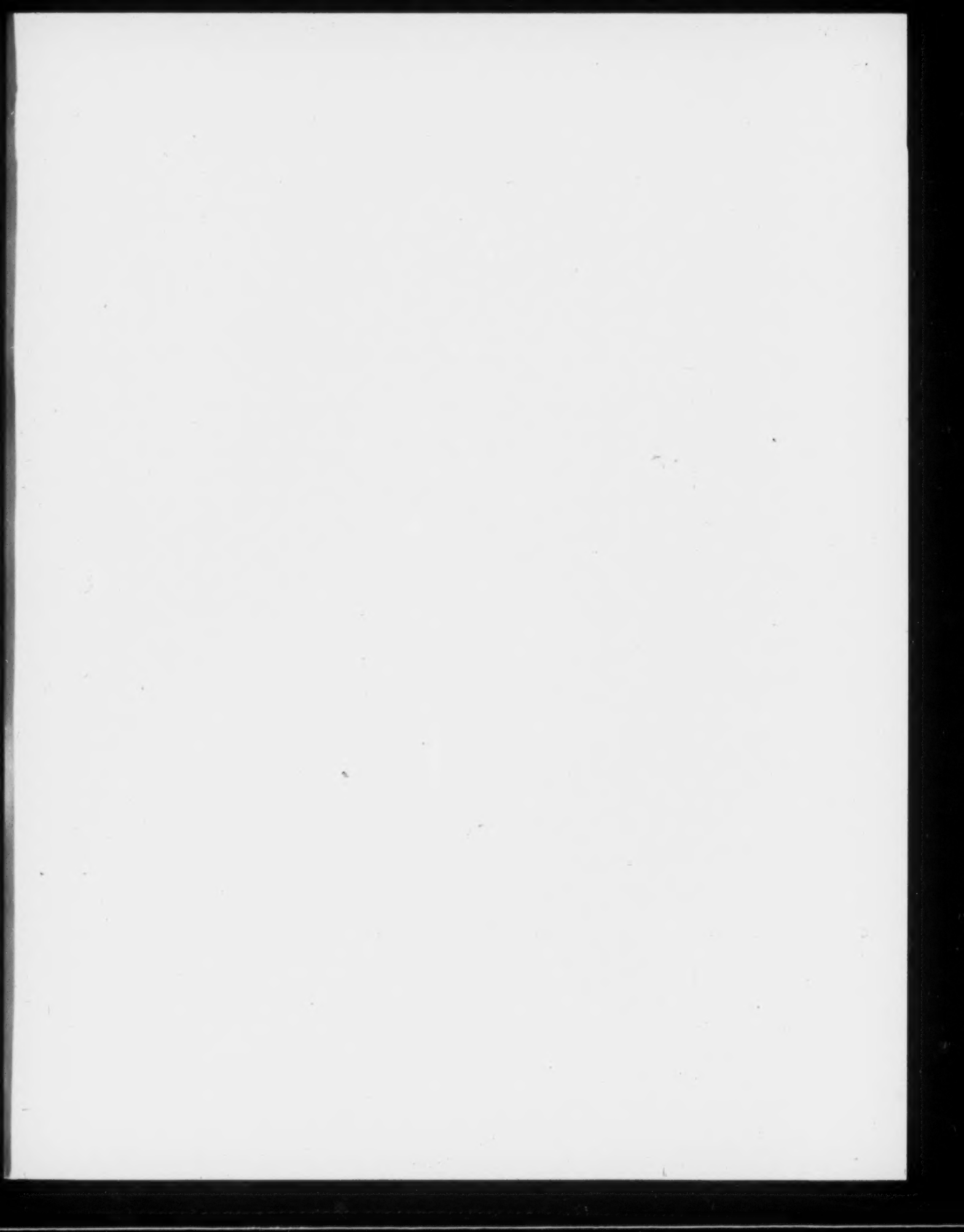
<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 3,000	10	\$96.8
3,000 and Above	<u>6</u>	<u>81.5</u>
OVERALL	16	\$91.7

PRIVATE, INDEPENDENT

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 399	12	\$ 70.9
400 - 599	9	87.4
600 - 999	13	101.6
1,000 and Above	<u>12</u>	<u>125.0</u>
OVERALL	46	\$ 96.0

PRIVATE, RELIGIOUS-AFFILIATED

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 200	13	\$46.3
200 and Above	<u>10</u>	<u>50.5</u>
OVERALL	23	\$48.2



CHIEF EXECUTIVE OFFICERS OF ALL TWO-YEAR COLLEGES
(By Operating Budget)

PUBLIC

OPERATING BUDGET (\$ Millions)		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$3.0	122	\$56.5
3.0 - \$ 5.9	138	62.2
6.0 - 9.9	55	67.2
10.0 - 19.9	39	69.7
20.0 - 24.9	17	71.8
25.0 - 39.9	52	75.1
40.0 and Above	<u>23</u>	<u>80.7</u>
OVERALL	446	\$64.7

PRIVATE, INDEPENDENT

OPERATING BUDGET (\$ Millions)		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$2.5	11	\$61.6
2.5 - 4.9	10	66.6
5.0 and Over	<u>10</u>	<u>63.8</u>
OVERALL	31	\$63.9

PRIVATE, RELIGIOUS-AFFILIATED

OPERATING BUDGET (\$ Millions)		
<u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than \$3.0	7	\$40.4
3.0 and Above	<u>5</u>	<u>62.2</u>
OVERALL	12	\$49.5

CHIEF EXECUTIVE OFFICERS OF ALL TWO-YEAR COLLEGES
(By Enrollment)

PUBLIC

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 500	92	\$55.8
500 - 999	114	60.5
1,000 - 1,999	69	66.3
2,000 - 2,999	41	65.4
3,000 - 4,999	22	65.1
5,000 - 9,999	55	72.7
10,000 and Above	<u>50</u>	<u>78.6</u>
OVERALL	443	\$64.7

PRIVATE, INDEPENDENT

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
Less than 500	12	\$47.3
500 - 999	10	63.9
1,000 and Above	<u>10</u>	<u>76.2</u>
OVERALL	32	\$62.7

PRIVATE, RELIGIOUS-AFFILIATED

<u>ENROLLMENT (F.T.E.)</u> <u>Range</u>	<u>NUMBER</u>	<u>AVERAGE SALARY</u>
OVERALL	12	\$49.5

OTHER SALARY SOURCES

Only 3 percent of the CEOs surveyed report that a portion of their salaries are provided by sources other than their institutions. This percentage is consistent for most of the different institution types, however, 7 percent of the Public, Comprehensive Universities' CEOs report that a portion of their salaries are provided by other sources. The most frequently reported source for the entire sample is foundation funding. Fourteen percent of the institutions report that their benefits/ perquisites are provided in full or in part through foundation funding.

ADDITIONAL CASH COMPENSATION

In addition to their annual salaries, 16 percent of the CEOs report that they receive some other form of cash compensation. The prevalence of several of these types of compensation and the average amounts are shown in the chart below.

<u>TYPE OF COMPENSATION</u>	<u>PERCENT OF CEOs RECEIVING</u>	<u>AVERAGE AMOUNT</u>
Annual Bonus	26%	\$9,745
Salary Supplement	27	9,395
Other	47	8,820

OTHER SOURCES OF EARNED INCOME

Twenty-nine percent (which is a significant drop from the forty-three percent reported in 1984) of the Chief Executives in the survey receive other sources of earned income. As the following chart shows, of those reporting other sources of earned income, the most frequently reported and highest-paying source is the paid corporate directorship.

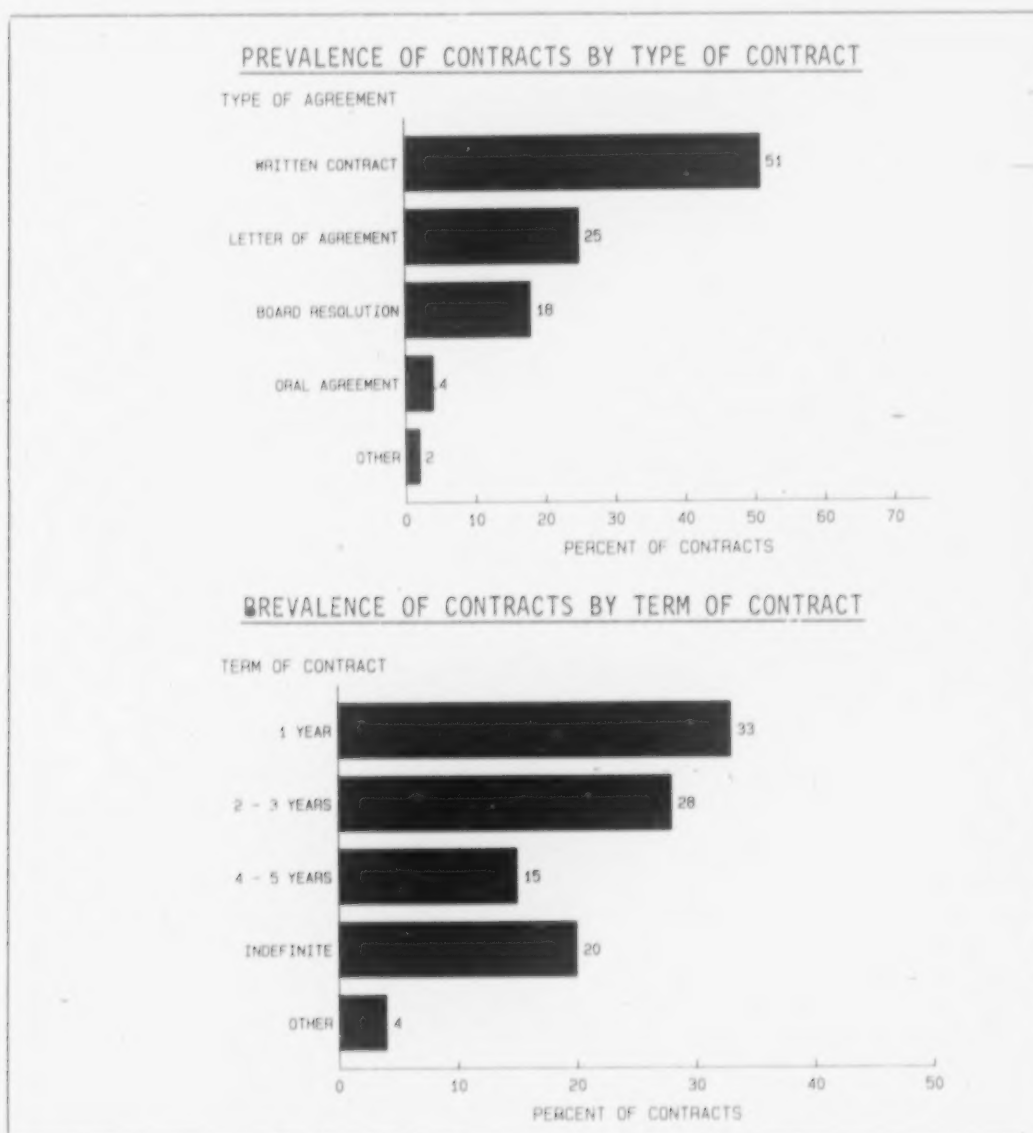
<u>TYPE OF COMPENSATION</u>	<u>PERCENT OF CEOs RECEIVING</u>	<u>AVERAGE AMOUNT</u>
Paid Corporate Directorships	51%	\$10,600
Honorariums	23	1,560
Consulting Activities - Fees	17	2,670
Lecture Fees	4	1,910
Other	5	4,843

Almost all of the CEOs surveyed report that their employment agreements do not include guarantees of certain levels of earned income from other sources. Ninety-eight percent of these institutions, however, do not limit the amount that the CEO may receive from other sources.

CONTRACTS

Seventy-five percent of the CEOs surveyed have contractual agreements. This percentage is much higher than that reported in general industry. Approximately 44 percent of CEOs in general industry are provided employment contracts.

The majority of educational contractual agreements reported are formal written contracts or letters of agreement. A third of the contracts have a one-year term; 20 percent do not specify any time frame.



As shown below, use of contracts are the majority practice in all institutions regardless of size. In 1987, as in 1984, contractual agreements are reported most frequently by CEOs of two-year colleges. In the current survey, contracts are reported least frequently by CEOs of Research Universities and most frequently by CEOs of two-year colleges.

PREVALENCE OF CONTRACTS BY OPERATING BUDGET AND CLASSIFICATION

<u>OPERATING BUDGET</u> <u>(\$ Millions)</u>	<u>PERCENT OF</u> <u>INSTITUTIONS WITH CONTRACTS</u>
Less than \$5.0	77%
\$ 5.0 - \$ 9.9	80
10.0 - 14.9	78
15.0 - 19.9	76
20.0 - 24.9	79
25.0 and above	76
<u>Classification</u>	
Research University	49%
Other Doctoral - Granting University	75
Comprehensive University	69
Baccalaureate College	76
Specialized Institution	71
Two-Year College	82

TENURE POLICY

Only half of the CEOs responded to this question. The information that was reported by the survey participants on tenure policy indicates that, in most cases, assuming the position of CEO has little or no impact on the individual's tenure status:

- 58 percent of the CEOs were not tenured prior to becoming CEO.
- Of the 67 percent of the CEOs who were hired from outside their institutions/systems, 41 percent were given academic rank upon assuming their current positions. Fewer than a quarter (23%) of these report that they were granted tenure or given the opportunity to achieve tenure during their service as CEOs.
- 89 percent of the CEOs who were not tenured prior to becoming CEOs were not granted tenure upon assuming this position.
- 85 percent of these also report that no provisions were made for achieving tenure during service as CEO.
- Of CEOs who were promoted from within their institutions/systems, 47 percent report that they were tenured faculty members before becoming CEOs.
 - 87 percent retained tenured status as CEOs.
 - 74 percent report that tenure will be reinstated upon returning to faculty status.
 - 80 percent report that their salaries will return to faculty pay scale when they return to faculty status.

SALARY INCREASES

Eighty-two (82) percent of the Chief Executives in the survey report receiving salary increases during the last twelve months. In 65 percent of the cases, the increases were given in conjunction with an annual or periodic performance reviews. In 89 percent of these cases, the CEOs report twelve months between the most recent and the previous salary increases.

<u>REASON FOR INCREASE</u>	<u>PERCENT OF CHIEF EXECUTIVE OFFICERS</u>
Promotion To Current Position	3%
Hired From Outside For Current Position	4
Annual/Periodic Performance Review	65
Other	28

PERFORMANCE REVIEWS

There appears to be a trend toward formalizing the performance review process of CEOs. In 1987, 63 percent of the Chief Executives surveyed received a formal performance review, up from 55 percent in 1984. In 1987, the majority (66 percent) of the CEOs are reviewed annually -- twice the number reported in the 1984 survey. Sixty-six percent of the CEOs report that performance reviews are conducted by either governing boards or a committee of the boards.

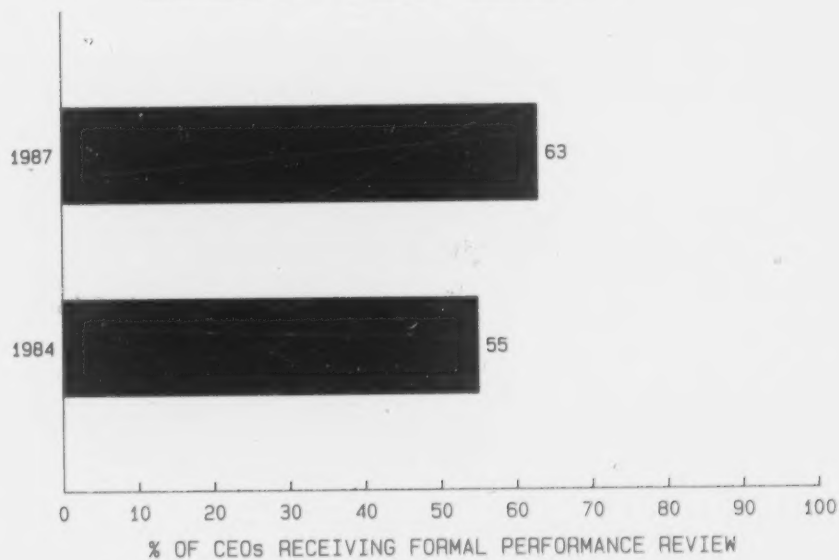
<u>FREQUENCY OF PERFORMANCE REVIEWS</u>	
	<u>PERCENT OF REVIEWS</u>
Annually	66%
Every Two to Three Years	10
Every Four to Five Years	11
At Pleasure of Board	7
At Request of CEO	1
At End of Contract Term	<u>5</u>
	100%

PERFORMANCE REVIEW CONDUCTED BY:

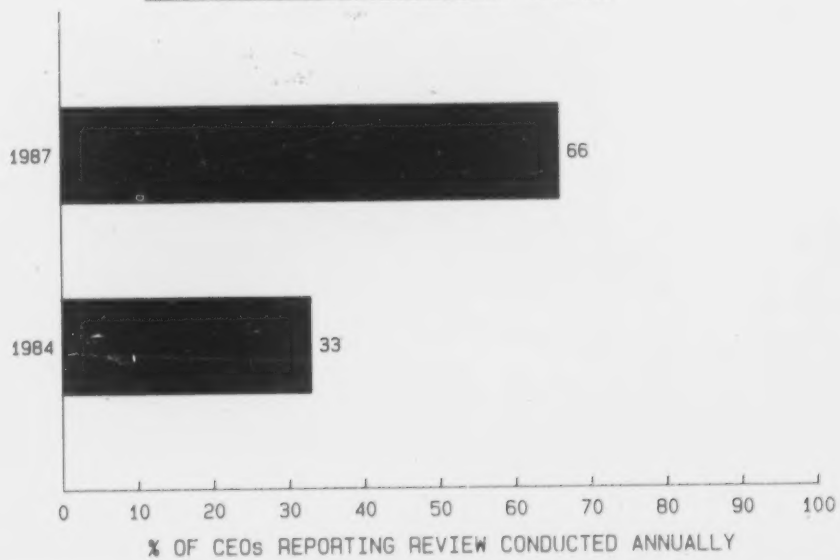
PERCENT OF REVIEWS

Chairman of the Board	11 ⁶ / ₁₀
Committee of the Board	32
Board as a Whole	34
Other	<u>23</u>
	100%

PREVALENCE OF PERFORMANCE REVIEWS

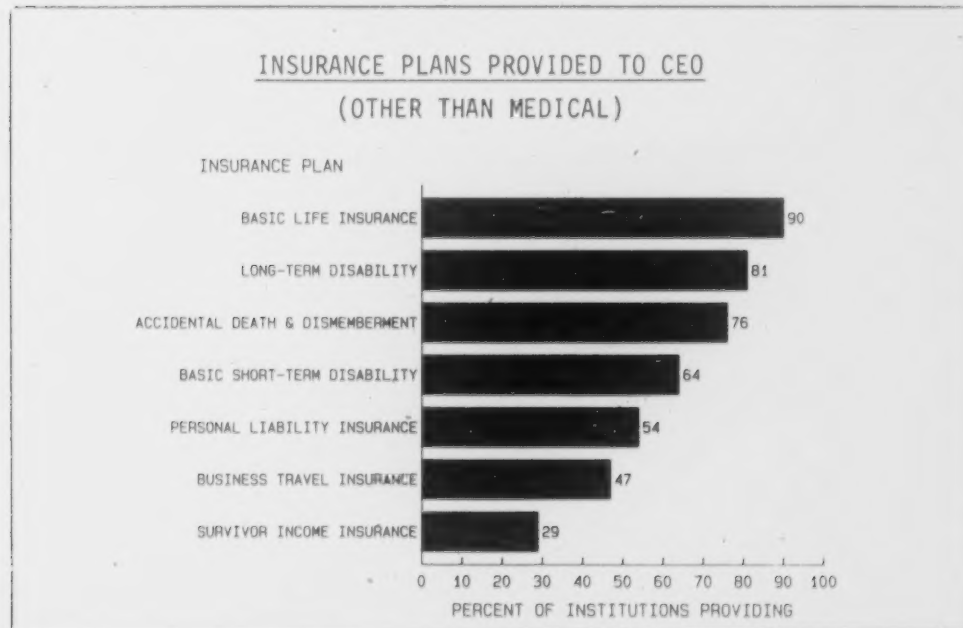
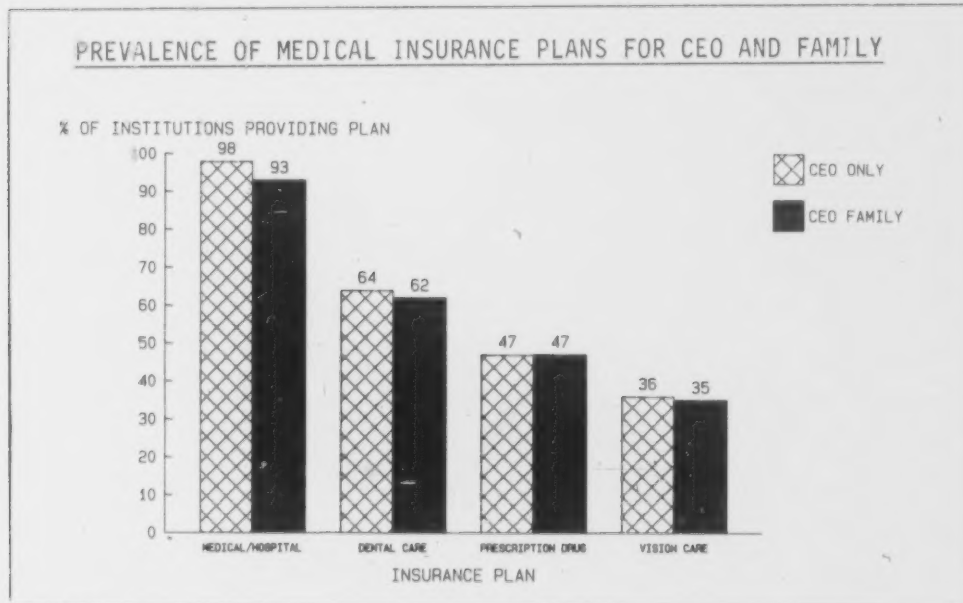


FREQUENCY OF PERFORMANCE REVIEWS



MEDICAL INSURANCE PLANS

As the charts below indicate, medical/hospital insurance is the most frequently reported insurance plan for both the CEO and the CEO's family. Typically, institutions that make insurance plans available pay 50 percent or more of the premium cost for the CEO and the family, but 63 percent pay the full premium costs. Only 2 percent of the CEOs surveyed indicate special medical insurance provisions are applicable to the CEO position.



MEDICAL INSURANCE PLANS

INSURANCE PLAN	PERCENT OF INSTITUTION PAYING:	
	50 Percent Or More Of Premium	Less Than 50 Percent Of Premium
Medical/Hospital Insurance For:		
Chief Executive Officer	97%	3%
Chief Executive Officer Family	76	24
Dental Care Insurance For:		
Chief Executive Officer	81	19
Chief Executive Officer Family	64	36
Prescription Drug Insurance For:		
Chief Executive Officer	79	21
Chief Executive Officer Family	70	30
Vision Care Insurance For:		
Chief Executive Officer	59	41
Chief Executive Officer Family	54	46

OTHER INSURANCE PLANS

The most frequently reported insurance plan (other than medical) is basic life insurance.

- Thirty-three percent of the institutions report that if supplemental life insurance is available, it is paid for by the institution.
- Long-term disability and accidental death and dismemberment are also provided by over three-quarters of the institutions. Ninety-three percent of the 463 CEOs with special long-term disability provisions report maximum coverage at 50 percent or more of pay. Fifty percent of the respondents report a maximum percentage of 60 percent. The average is 61 percent.
- With the exception of survivor income insurance, more than 75 percent of the institutions that provide a given plan pay 50 percent or more of the premium for that plan.

OTHER INSURANCE PLANS		
INSURANCE PLAN	PERCENT OF INSTITUTIONS PAYING:	
	50 Percent or More of Premium	Less Than 50 Percent of Premium
Basic Life Insurance	92%	8%
Basic Short-Term Disability	83	17
Long-Term Disability	84	16
Accidental Death & Dismemberment	82	18
Business Travel Insurance	78	22
Personal Liability Insurance	83	17
Survivor Income Insurance	55	45

Twenty-three percent of the institutions report that supplemental business travel insurance is available. The majority of these (88%) pay for the supplemental coverage.

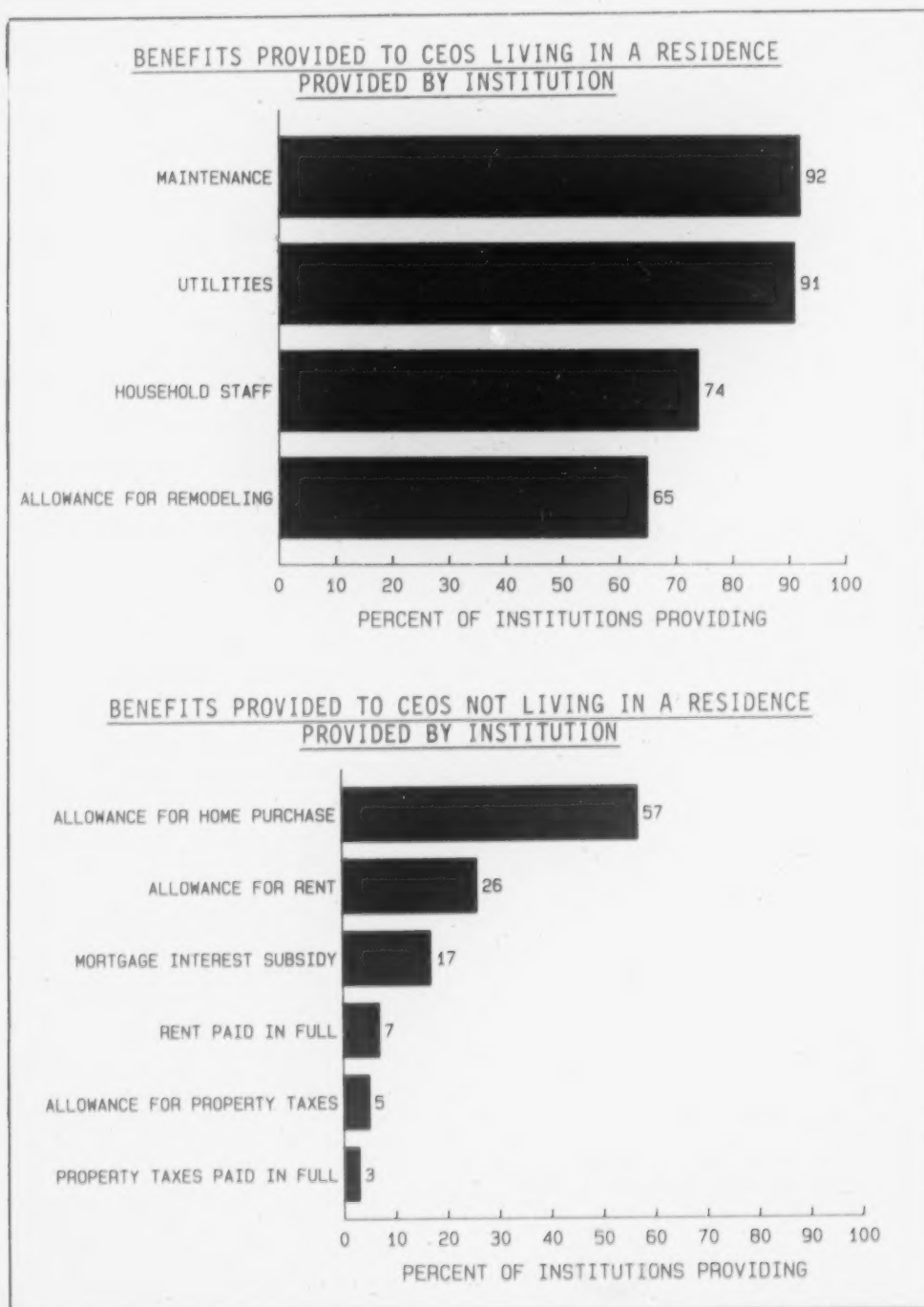
OTHER BENEFITS AND PERQUISITES

As shown in the following chart, the other benefits provided most frequently to the CEO or the CEO and Key Staff are automobiles and housing. The benefits provided most frequently to all exempt employees as a group are typically supplemental plans such as a supplemental retirement, supplemental life insurance and supplemental long-term disability.

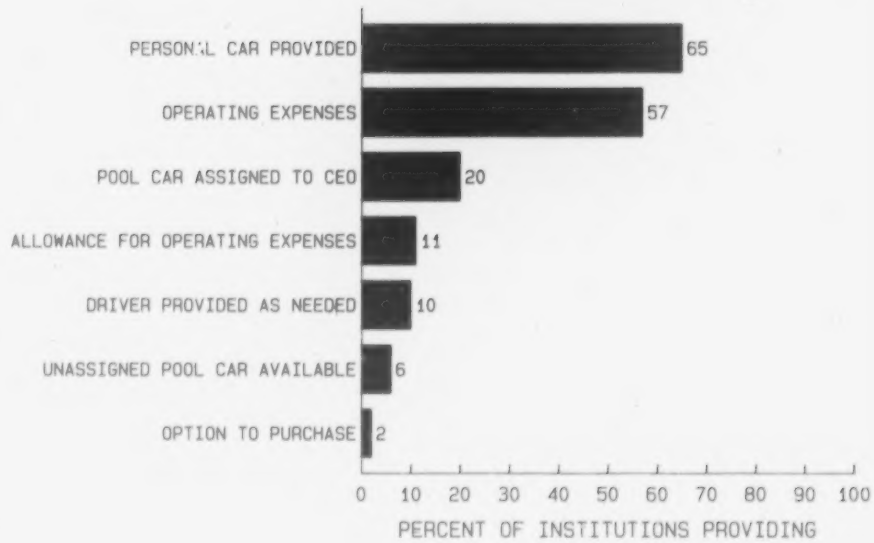
OTHER BENEFITS AND PERQUISITES			
BENEFIT	PERCENT OF INSTITUTIONS PROVIDING BENEFIT TO:		
	CEO Only	CEO and Key Staff Only	All Exempt
Reimbursement of Medical/Dental Expenses in Excess of Basic Plan	2%	1%	15%
Supplemental Life Insurance	10	6	30
Supplemental Long-Term Disability	3	3	22
Supplemental Retirement Plan [TSA or 403(b)]	6	4	41
Other Deferred Compensation Plan	8	3	15
Housing	50	7	1
Automobile	54	23	1
Annual Physical Examination	10	5	6
Financial/Legal Counseling	4	3	4
Involuntary Separation Arrangement	5	2	3
Interest-Free Loans	1	1	2

The graphs on the following pages provide more detail on the types and prevalence of housing and automobile benefits provided to CEOs.

Housing and automobile benefits take many forms. For CEOs living in residences provided by the institutions, the prevailing practice is to cover maintenance and utilities, but over two-thirds also provide household staff and allowances for remodeling. For CEOs not living in a residence provided by the institution, over half receive allowances toward the purchase of homes. Eighty-five (85) percent either have personal cars provided or a pool cars assigned. For those who have personal cars assigned, the overwhelming majority also are reimbursed for all operating expenses.

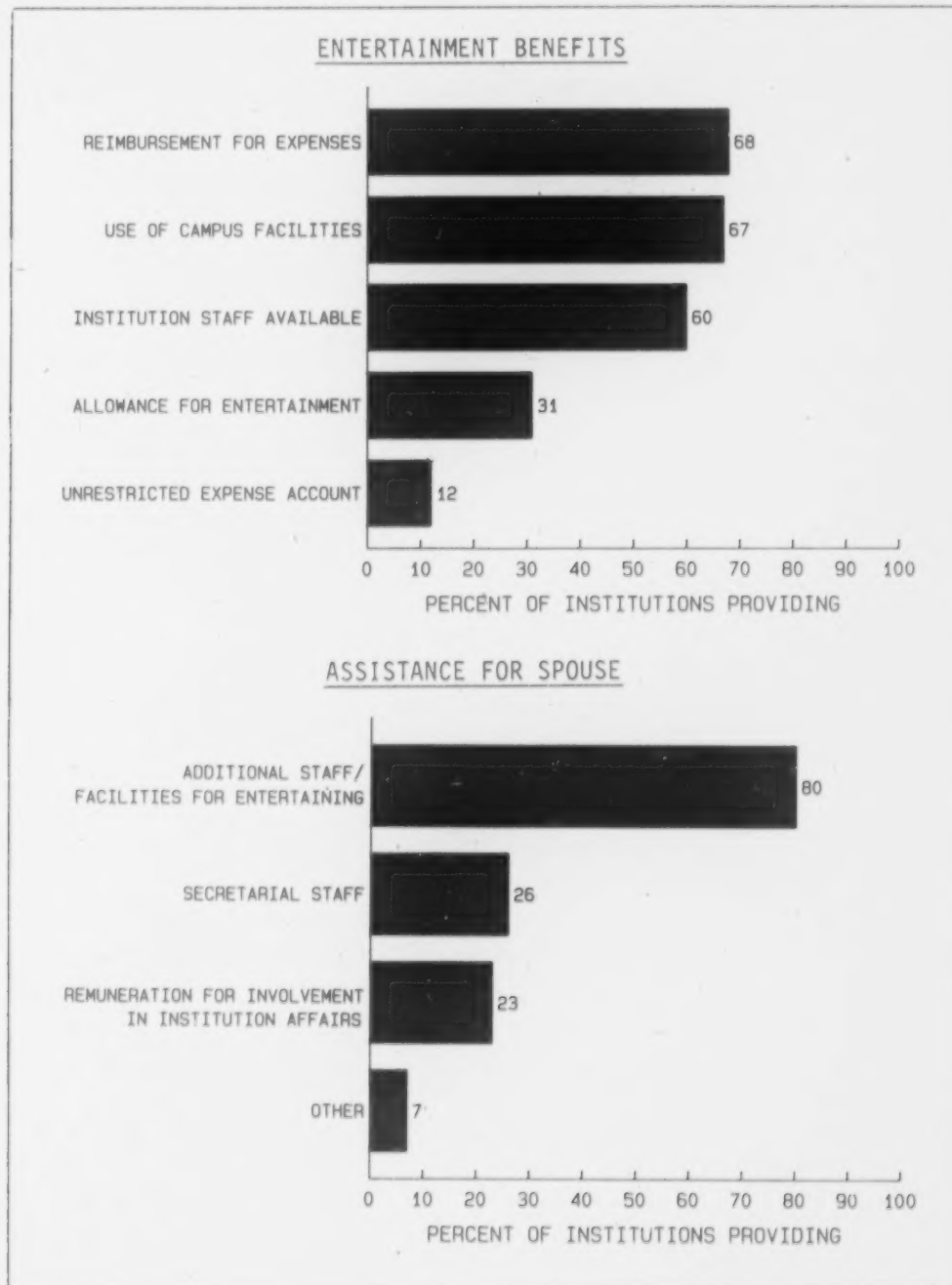


AUTOMOBILE BENEFITS



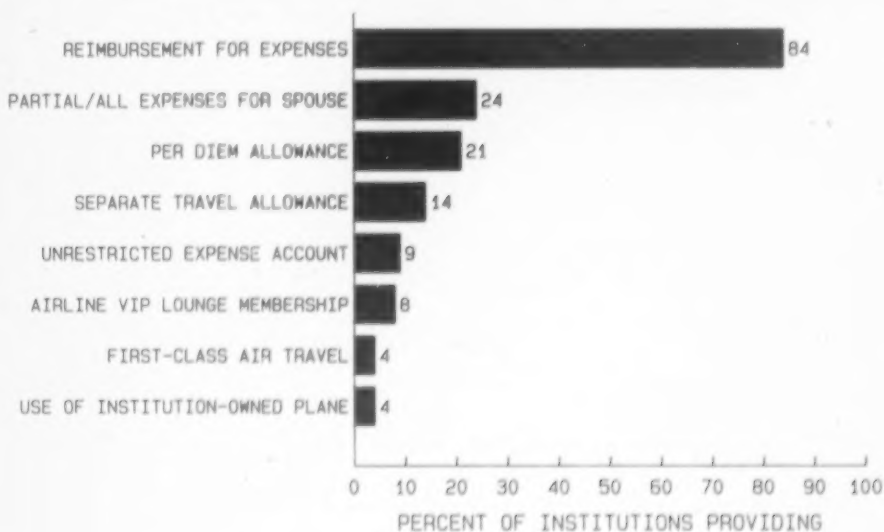
CEOs receive a variety of benefits and perquisites in addition to housing and automobiles. The following charts showing the prevalence of certain types of benefits highlight the high-profile, high-visibility nature of the CEO position.

The three most frequently reported entertainment benefits are reimbursement for actual out-of-pocket expenses, use of campus facilities for entertaining, and use of institution staff (i.e., catering) as needed. Along those same lines, the most frequently reported type of assistance offered to the spouse of the CEO is additional staff/facilities for entertaining.

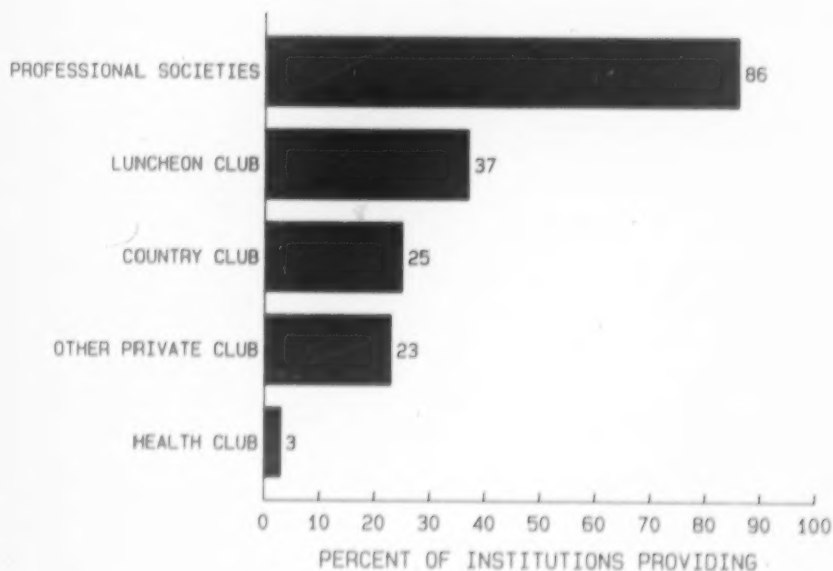


Other frequently reported benefits are reimbursement for actual out-of-pocket travel expenses and paid membership/dues in professional organizations. Between 10 and 20 percent of the institutions also pay 50 percent or more of tuition costs for the CEO's spouse and children at the CEO's institution or other institutions.

BUSINESS AND PROFESSIONAL TRAVEL BENEFITS

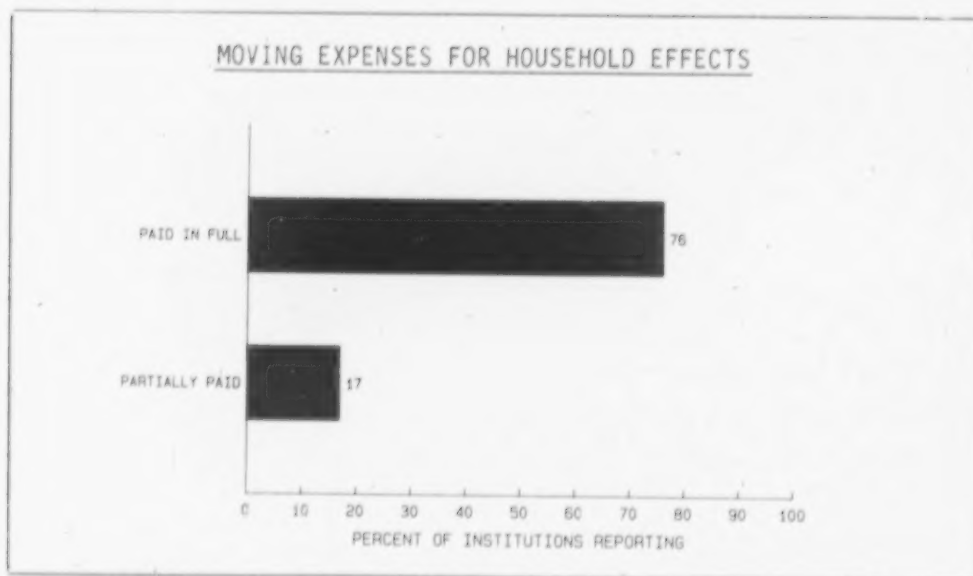
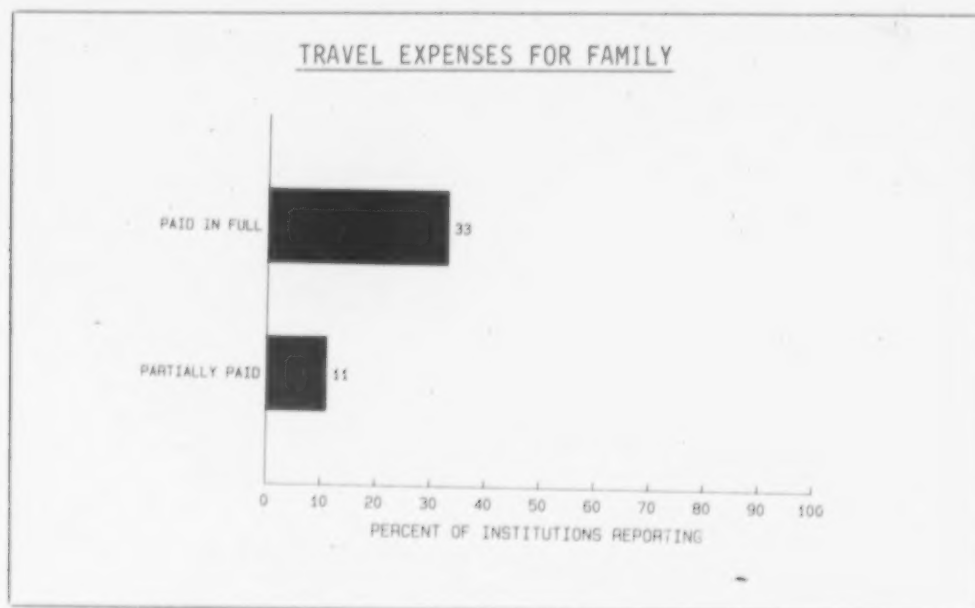


PAID MEMBERSHIP/DUES



RELOCATION EXPENSES

The two most frequently reported relocation expenses are moving expenses for household effects and travel expenses for the CEO's family. The following charts show the percent of each that is paid for by the institution.



A very small percentage of institutions provides assistance for the CEO's spouse in securing employment (3%), assistance for financial loss in the sale of a previous residence or the cancellation of a lease (1%), or closing or other sale-related costs (2%).

VACATION POLICY

As the chart below indicates, almost 60 percent of the CEOs report annual earned vacations of four weeks. Eighty-eight percent of the Chief Executives report that their vacations do not exceed administrative staff allotments.

<u>LENGTH OF VACATION</u>	<u>ANNUAL EARNED VACATION</u>
	<u>PERCENT OF CHIEF EXECUTIVE OFFICERS RECEIVING</u>
3 Weeks	9%
4 Weeks	59
5 Weeks	12
6 Weeks	5
7 Weeks	--
Other	<u>15</u>
OVERALL	100%

SABBATICALS

Twenty-eight percent of the institutions surveyed provide sabbaticals to their Chief Executives. More than half of the institutions report that CEOs are eligible for sabbaticals after 6 (29%) or 7 (24%) years. The average is seven years. The average duration of a sabbatical is eight months with 38 percent of those receiving sabbaticals reporting twelve months. Ninety-eight percent of the sabbaticals are paid, either partially or in full. As the following charts indicate, neither size nor type of institution appears to have a significant impact on the prevalence of sabbaticals.

PREVALENCE OF SABBATICALS BY OPERATING BUDGET
AND CLASSIFICATION

<u>1986-1987 OPERATING BUDGET (\$ Millions)</u>	<u>PERCENT OF INSTITUTIONS PROVIDING SABBATICAL</u>
Less than \$5.0	23%
5.0 - \$ 9.9	26
10.0 - 14.9	24
15.0 - 19.9	25
20.0 - 24.9	30
25.0 - 49.9	33
50.0 and Above	29

Classification

Research University	22%
Other Doctoral - Granting University	31
Comprehensive University	28
Baccalaureate College	23
Specialized Institution	28
Two-Year College	31

LEAVES OF ABSENCE

A comparison of 1987 and 1984 survey results shows an increase in the percentage of institutions that grant leaves of absence to CEOs. Seventy-one percent of the institutions in the survey grant leaves of absence for personal or medical reasons, up from 57 percent reported in 1984.

LEAVE OF ABSENCE

<u>TYPES OF LEAVE</u>	<u>PERCENT OF CEO'S RECEIVING</u>			
	<u>Fully/Partially Paid Leave</u>		<u>Unpaid Leave</u>	
	<u>1987</u>	<u>1984</u>	<u>1987</u>	<u>1984</u>
Governmental/Public Appointments	8%	6%	16%	9%
Extended Study/Research	13	9	12	8
Personal/Medical	62	50	9	7
Other	15	--	6	--

BENEFITS FOLLOWING RETIREMENT

The following chart shows several types of insurance programs that are provided to CEOs following retirement. Life insurance and basic medical insurance are most frequently reduced following retirement. Vision care is reduced by the fewest institutions. With the exception of long-term disability insurance, coverage for these programs is paid in part or in full by the institution in 25 to 55 percent of the cases.

	INSURANCE PROGRAMS PROVIDED FOLLOWING RETIREMENT	
	PERCENT OF INSTITUTIONS REPORTING:*	
	Coverage Reduced Following Retirement	Coverage Paid In Part/ Full By Institution
Basic Medical Insurance	42%	55%
Dental Insurance	23	37
Vision Care	13	25
Life Insurance	51	42
Long-Term Disability	21	18

RETIREMENT BENEFITS

Eighty-six (86) percent of the CEOs surveyed report that the institution contributed to their retirement programs. Of those reporting an institutional contribution, the most frequent percentage reported is 10 percent; the second most frequent percentage is 8 percent. The most frequently reported personal contribution to the retirement program is 5 percent; less than 5 percent of those responding report a personal contribution greater than 10 percent.

*Includes only those institutions that provide the insurance programs listed.

<u>AMOUNT</u> <u>(Expressed As Percent Of Salary)</u>	<u>AMOUNT CONTRIBUTED BY</u> <u>INSTITUTION TO</u> <u>CEO RETIREMENT PROGRAM</u>	<u>AMOUNT CEO REQUIRED</u> <u>TO CONTRIBUTE TO CEO</u> <u>RETIREMENT PROGRAM</u>
Less than 5%	3%	10%
5 - 9%	37	45
10 - 14	30	2
15 - 19	8	1
20% and Above	8	3
None	<u>14</u>	<u>39</u>
OVERALL	100%	100%

Sixty-six percent of the institutions report that the retirement program does not provide investment alternatives.

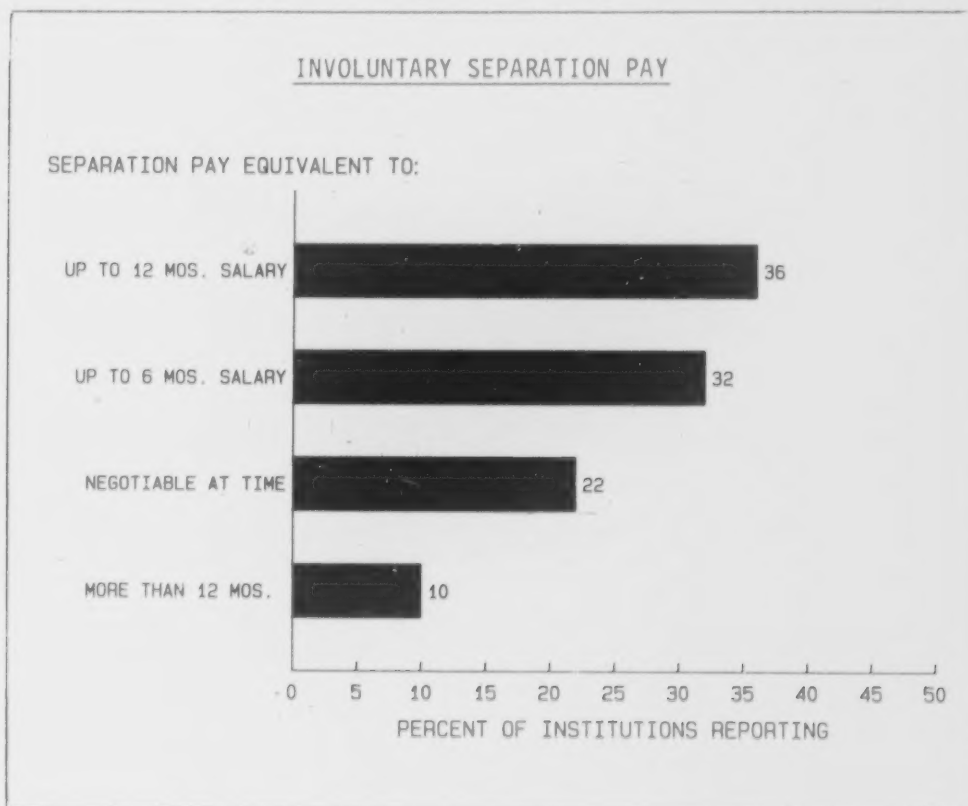
The following chart shows the prevalence of three types of supplemental retirement income plans.

<u>PLAN</u>	<u>PERCENT OF</u> <u>INSTITUTIONS PROVIDING</u>
TIAA SRA	20%
Separate Tax Sheltered Annuity <u>Other Than</u> Standard TIAA	14
Other Deferred Compensation Plan	9

For each type-of plan, the majority of CEOs report that both they and their institutions contribute amounts equivalent to less than 20 percent of their salaries to the plan.

INVOLUNTARY SEPARATION POLICY

Eighteen percent of the participating institutions have an involuntary separation policy. Seventy-one percent of these policies provide for separation pay. As the following graph shows, slightly over a third of the institutions provide amounts of separation pay equivalent to up to 12 month's salary. Only 10 percent pay more than 12 months.



Slightly over half of the institutions that have an involuntary separation policies report that their policies provide for benefits continuation. The two types of coverage that are most frequently continued are medical coverage and life insurance coverage. Over a third of the institutions that continue medical coverage report a one month continuation period. Another 43 percent report either 6 months or 12 months. Life insurance coverage is continued for 12 months by a quarter of the respondents, while another 43 percent report 6 months or 8 months. More than half of the institutions that provide long-term disability insurance after separation continue coverage for 12 months.

TYPE OF CONTINUED COVERAGE	PERCENT OF INSTITUTIONS* PROVIDING	PERCENT OF INSTITUTIONS CONTINUING BENEFIT FOR:			
		1 Month	6 Months	8 Months	12 Months
Medical Coverage	83%	36%	15%	--	28%
Life Insurance Coverage	83	--	22	21%	25
Long-Term Disability Coverage	36	--	22	--	56

*Includes only those institutions that have an involuntary separation policy.

Only 12 percent of the institutions with an involuntary separation policy provide outplacement assistance.



CEO SPECIAL STUDY REQUEST

Special studies may be requested to summarize data collected in the CEO survey from a select number of comparable institutions. There are two types of special studies one by general category and the second by specific institutions. At least 10 institutions must be included in any special study to assure confidentiality of the participating institutions.

Cost for the two major categories of special studies is indicated below. If additional information, or special analyses are requested, fees for such studies will be negotiated on a case by case basis.

STUDY CATEGORY	COST	
	Participant	Non Participant
☐ Salary and Employment Practices	☐ \$250	☐ \$325
☐ Benefits and Perquisites	☐ 250	☐ 325
☐ All Data	☐ 400	☐ 475

Check the appropriate boxes above and complete the demographic information on the reverse side, indicate your institution's name and make a check payable to CUPA, 11 Dupont Circle, Suite 120, Washington, D. C. 20036.

NAME OF INSTITUTION _____	DATE _____
ADDRESS _____	NAME OF PERSON _____
_____	TITLE _____
ZIP CODE _____	TELEPHONE _____

CEO SPECIAL STUDY REQUEST

Answer only those questions which pertain to your request -- you are not required to respond to all of the questions.

1. SYSTEM STRUCTURE (Check as many as desired)

- | | |
|---|--|
| ☐ A single institution | ☐ A main campus of a system |
| ☐ An administrative office of a system | ☐ A campus within a system |

2. CLASSIFICATION (Check as many as desired)

- | | |
|---|---|
| ☐ 2-Year college | ☐ Comprehensive University |
| ☐ Research University | ☐ Baccalaureate College |
| ☐ Other Doctoral - Granting University | ☐ Specialized Institution |

3. SOURCE OF SUPPORT (Check as many as desired)

- | | | |
|---------------------------------|--|---|
| ☐ Public | ☐ Private, religious group-affiliated | ☐ Private, independent |
|---------------------------------|--|---|

4. EDUCATION AND GENERAL BUDGET (Specify range)

Between \$ _____ and \$ _____

5. FTE ENROLLMENT (Specify range)

Between \$ _____ and \$ _____

6. GEOGRAPHIC AREA

States (Please do not abbreviate) _____

A total of at least 10 institutions must be included in the peer group sample. Space is provided below to list those specific institutions that you wish to have included. If institutions listed did not participate, comparable institutions will be substituted.

7. LIST OF REQUESTED PARTICIPANTS

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

WRITE-IN COMMENTS

The appendices summarize write-in comments both to questions that specifically requested a write-in response, and to general category questions such as "Other."

The write-in comments give greater depth of understanding to the way questions were answered. For a number of questions, the write-in comments help to breath "life" into the responses.

Write-in comments were not tabulated, to determine the frequency, or the percentage of total respondents who provided write-in answers. They act as modifiers to the numerical or tabular responses.

OTHER APPENDICES

The other appendices include:

- classification definitions
- copy of the questionnaire

QUESTION #3:

What was your position immediately prior to appointment as CEO?

Some respondents (less than 5 percent of the total completing the questionnaires) who checked the fourth alternative, "Other", also added their previous titles. Fully one half of this group indicated prior positions as Deans of faculty or colleges.

A sample of the titles provided are listed below:

- CEO, nonprofit organization
- Executive Vice President
- Vice President, Academic Affairs
- Academic Dean
- Faculty Dean
- Dean, (specific college, i.e., Law etc.)
- Vice President, Instruction
- Regional Director of Operations
- Minister

Including "Dean", in the "administrative category" substantially increases the percent of CEOs coming from administrative staff positions (over 60 percent).

The write-in comments underscored the fact that CEOs are not generally selected directly from faculty. Nearly two-thirds of the CEOs held administrative positions prior to their appointments.

QUESTION #7:

If you have a contractual agreement, what is the term of the agreement?

The wide range of write-in responses to this question is indicated in the selected sample below:

- Three years, with an automatic rollover provision
- Four to five years, renewable once, with a ten year maximum
- Six years
- Seven years
- Elected by church body and therefore no review
- No limit on consecutive terms
- Serve at the pleasure of the board

The write-in responses generally fell into one of two categories:

- A specific number of years not included in the options, such as six or seven years.
- Indefinite appointments.

A small minority indicated agreements longer than five years.

QUESTION #8:

If a formal performance review is given, who conducts the performance review?

The title cited most frequently in the write-in comments was Chancellor.

Other titles included:

- District Chancellor aided by Advisory Committee.
- Regional President.
- Vice President for Academic Affairs.
- Vice President and Dean of the system.
- Faculty and Staff.
- Each two years with the Chancellor, each six years with an outside team.
- Executive Vice Chancellor for academic affairs.

Some of the other positions or groups that conduct the reviews include:

- Informal annual review by the Board of Trustees.
- A committee of the Board, specifically identified to carry out a performance review.
- Committee of the Board with input from faculty, student representatives, and the local college council.
- Committee of trustees, faculty and students.

- A presidential review committee.
- Major review with outside team every six months and at the end of each contract year.
- External panel of CEOs followed by a Board review.
- An outside evaluator hired by the Board.
- Outside consultant working with the Chairman of the Board.

Generally, greater emphasis is placed on group and peer review than is normally found in the typical industrial environment.

QUESTION #9:

If you were promoted from within the system, were you a tenured faculty member before becoming Chief Executive Officer?

This question elicited a wide range of write-in comments, a selection is indicated below:

- CEOs are always appointed with tenure in their academic discipline.
- There is no faculty tenure granted. I have officially left the faculty ranks.
- Tenure is never lost, regardless of academic or administrative rank.
- We do not have a tenure policy.
- I retain tenure accrued as a faculty member, but will not accrue tenure as a CEO.
- No tenure for anyone at this institution.

Generally, the responses indicated that no special protection was provided for the CEO to return to a faculty rank. Some specific protection frequently has been negotiated at time of hire, however.

QUESTION #11:

What is your annual vacation, (3 weeks, 4 weeks
5 weeks, 6 weeks, 7 weeks) or other?

For those responding "Other", the most common responses were:

- 22 working days per year.
- 24 working days per year.

There was a wide variety of other responses, indicating substantial differences in practices. The range of practices is indicated below:

- Usually one week, since I own the college.
- 15 days
- 18 days
- 30 days
- 42 days
- 6½ weeks
- 8 weeks
- 60 days
- Contracted for 227 working days per year; the remainder is vacation and holidays.
- At my discretion.

QUESTION #12:

Are sabbaticals provided to you? (Additional questions related to eligibility requirements, sabbatical duration and whether the sabbatical should be paid or unpaid?)

There were a large number of write-in responses to this question.

The nature of the responses indicates that arrangements are frequently quite personal and often are not easily categorized. Examples of some of the special arrangements are indicated below.

- One month per year of services up to six months at full pay and 12 months at half pay.
- Partially paid; 50 percent of annual salary.
- Three months partially paid, 12 months total leave opportunity.
- 100 percent (of pay) for 76 days, 80 percent for 152 days and 60 percent for 227 days.
- 25 to 60 percent of annual salary depending on length of leave.
- Eligible as tenured faculty member.

Many responses indicated that the status was not formalized, not determined, or was variable.

The most common leave characteristic appears to be that shorter leaves have a greater likelihood of being fully paid. Generally, the amount of financial support (as a percentage of salary) is reduced as the length of the leave increases.

QUESTION #13:

Are leaves of absence (other than sabbaticals) provided for the following purposes? (Government/Public appointments extending study/research, personal/medical, other). Please indicate whether they are paid or unpaid.

As with the responses to Question #12, (sabbaticals), arrangements were highly individualized relative to the types of leaves of absence. Frequently, no stated policy was apparent with much depending upon individual circumstances. The most frequent write-in responses included the following:

- At the pleasure of the Board of Trustees.
- May be provided under the institution's by-laws, may be paid or unpaid at the discretion of the Board.
- (Personal/Medical) up to the amount of accumulated sick leave.
- Short-term leave, six weeks every three years.
- Professional growth leave.
- Reviewed on a case-by-case basis.
- Government/Public appointments would require specific approval.

Generally, unpaid leaves are more common than paid leaves, but requests are most frequently handled on a case-by-case basis.

QUESTION #14:

Was the salary increase a result of promotion; outside hire; annual, periodic review; or other?

The most prevalent answers to the question, "Other" were the following:

- Cost of living.
- Across the board increase.
- Annual increment
- Legislative action
- Given to all state employees

Over 10 percent of the total respondents indicated that cost of living, general, state-wide or campus-wide increases were the governing factors in determining their current raises.

Many public schools provide essentially the same increase for the CEO as they provide to either all personnel, or more frequently, to all faculty personnel. These schools do not appear to differentiate between salary actions for the presidents and that accorded to other administrative staff.

Many also indicate an adverse impact on salary increases due to conditions within the state, or from legislative actions. Few public institution CEOs who provided write-in comments indicated any potential for merit differentiation for the CEO.

While there were a wide variety of other responses, some of the explanations provide additional insight not normally discussed in the results of the survey report. The following lists some of those responses.

- No salary increases due to political in fighting of board.
- Enrollment increase.
- Contractual agreement.
- Happens every year.
- Declined a larger increase.

QUESTION #16:

Do you receive other additional cash compensation,
(annual bonus, salary supplement or other)?

Fully one-third of those who wrote comments listed "Housing Allowance." The amount of the housing allowances ranged from a low of \$2,400 to a high of \$36,000.

Some of the other items identified included:

- Auto loan
- Longevity pay
- Deferred compensation, annuity
- Country club membership
- Tuition assistance for son
- Subsistence allowance
- FICA reimbursement
- Percentage of profits
- Expense allowance for public relations
- Discretionary expenses
- Annual bonus
- Nonreimbursed medical and expense allowance
- Conference and travel expenses
- Supplemental retirement

By far the most common response, related to items such as housing, auto expense and deferred compensation.

QUESTION #17:

Do you have other sources of earned income (excluding personal or investment income)? If yes, what are the sources (directorship, honorariums, consulting fees, lecture fees and other).

Some of the most prominent additional items included:

- Book royalties.
- All compensation received must be returned to the state under Ethics Board ruling.
- Two-thirds of my compensation is reduced by one-third of outside income.
- Military pension.

A number of respondents indicated their compensation was supplemented by military retirement pay. For the purposes of this report military retirement pay was considered to be similar to any other retirement pay from previous employment.

The question about institution limitations on income received from other sources generated very few responses.

QUESTION #21:

If supplemental life insurance is available is it paid by the institution? What is the maximum amount of insurance available to you?

A minority indicated the availability of maximum amounts of life insurance. Some confusion was apparent in differentiating between supplemental life insurance, which was the focus of this question, and regular insurance available under the provisions of the benefit programs.

The range of responses indicated the following maximum availability of life insurance.

- 2.5 times annual salary.
- 2.5 times salary.
- 3 times base salary.
- No maximum.
- Premium paid for the first \$100,000, additional option paid by the CEO.
- \$50,000 premium supplemental life paid by the incumbent.
- Equivalent of \$400,000 term insurance.
- 1.5 times salary, not to exceed \$100,000.
- 1 times salary plus \$5,000.
- 3.75 times annual salary.

QUESTION #22:

What are the maximum benefits under the long-term disability plan?

The typical response was 60 percent of salary, throughout the disability period.

Other responses included:

- 40 percent of salary over \$1,500 per month.
- \$45,000 plus retirement premium.
- 60 percent of first \$2,000 of income; 40 percent above \$2,000 combined to make monthly benefit.
- 60 percent of annual income with no dollar limit.
- 66 2/3 to maximum of \$3,000 per month.

QUESTION #25:

What amount is contributed by the institution to your retirement program?
Please express the amount as a percentage of your salary. If none enter 0.

Responses to this question will be outdated within a year and a half, since many benefit contribution levels must be changed due to the tax reform law of 1986. The following indicates the range of responses:

- 2½ percent up to \$25,000; 2½ percent over \$25,000.
- 6 percent up to Social Security maximum; 9 percent above Social Security maximum.
- 5 percent up to \$14,000; 10 percent above.
- 10 percent up to \$32,400; 15 percent over \$32,400.
- 12 percent up to \$16,500; 15 percent of remainder.
- 12 percent up to Social Security base; 17 percent over.

The higher contribution levels reported did raise some questions. It is quite possible that some CEOs (or other staff) may make more at retirement than during their working careers, based upon the retirement contribution formula.

COLLEGE AND UNIVERSITY
CLASSIFICATION DEFINITIONS

Research Universities - Leading universities in terms of federal financial support, doctorates awarded, or having graduate programs of high quality with impressive promise for future development.

Doctoral-Granting Institutions - Institutions awarding at least 20 doctorates or 10 doctorates in at least three fields.

Comprehensive Universities and Colleges - Institutions offering a liberal arts degree and at least one professional or occupational program and student enrollments of 1,500 or above for independent and 1,000 for public institutions.

Baccalaureate Colleges - All other 4-year degree granting institutions.

Specialized Institutions - Institutions that have a specialized curriculum focus such as theological seminars, teachers, colleges, medical schools, other separate health profession schools, schools of engineering, technology, business, art, music and law.

2-Year - All junior college or other educational institutions offering a 2-year course of study.



CONFIDENTIAL
DUE OCTOBER 17

1986-87 COMPENSATION AND BENEFITS SURVEY
of
COLLEGE AND UNIVERSITY CHIEF EXECUTIVE OFFICERS

sponsored by:
AMERICAN COUNCIL ON EDUCATION
ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES
and
COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION

Please return the completed questionnaire by Friday,
October 17 to:

Anya Naylor
CEO Study
Sibson & Company, Inc.
780 Third Avenue
New York, New York 10017

INTRODUCTION

The purpose of this survey is to gather data on benefits and perquisites provided to college and university chief executives. The results will be analyzed and presented in a comprehensive report.

Each institution's data will be kept completely confidential.

The questionnaire is divided into three parts:

PART A: INSTITUTIONAL INFORMATION

PART B: CHIEF EXECUTIVE COMPENSATION AND PERSONNEL POLICIES

PART C: CHIEF EXECUTIVE BENEFITS AND PERQUISITES

If you have any questions or comments, please contact:

Anya Naylor
SIBSON & COMPANY, Inc.
(212) 421-9310

Please do not fail to complete the information below. Institution identity is kept confidential but is essential to data tabulation and analysis.

THANK YOU FOR YOUR PARTICIPATION

Name of Institution (1-4)

Address

City State Zip Code (5-9)

Name of Person Providing Information Title Telephone

PART A: INSTITUTIONAL INFORMATION

CLASSIFICATION: Please check the appropriate box.

- (10) ☐ 1 Research University ☐ 4 Baccalaureate College
 ☐ 2 Other Doctoral-Granting ☐ 5 Specialized Institution
 University
 ☐ 3 Comprehensive University ☐ 6 2-Year

INSTITUTION TYPE: Please check the appropriate box.

- (11) ☐ 1 Public ☐ 2 Private, ☐ 3 Private, church-
 Independent related

SYSTEM STRUCTURE: Please check the appropriate box.

- (12) ☐ 1 Single institution ☐ 3 Main campus heading a system
 ☐ 2 Administrative office ☐ 4 A campus within a system
 of a system

SIZE: PLEASE NOTE: If you checked **administrative office of a system** above, please answer the questions below with system-wide figures. A main campus should provide figures only for that main campus and a **campus within a system** should supply figures only for that campus.

TOTAL 1986-87 OPERATING BUDGET \$ _____ (13-16)

TOTAL ENDOWMENT (MARKET VALUE) \$ _____ (17-20)

TOTAL FULL-TIME EQUIVALENT ENROLLMENT _____ (21-25)

FULL-TIME EQUIVALENT EMPLOYEES

Faculty _____ (26-29)

Administrative/Exempt _____ (30-33)

Classified/Nonexempt _____ (35-38)

TOTAL _____ (39-43)

PART B: CHIEF EXECUTIVE COMPENSATION AND PERSONNEL POLICIES

PERSONAL INFORMATION: Please provide the following information about yourself.

1. Number of years in present position: _____ (44-45)
2. Were you: (46) ☐ 1 promoted from within this institution/system?
☐ 2 hired from outside this institution/system?
3. Was your position immediately prior to appointment as CEO:
(47) ☐ 1 CEO, other institution ☐ 3 Administrative staff
☐ 2 Faculty ☐ 4 Other
4. Member of minority group: (48) ☐ 1 YES ☐ 2 NO
5. Sex: (49) ☐ 1 Male ☐ 2 Female
6. Age: (50) ☐ 1 Under 35 ☐ 5 50 - 54
☐ 2 35 - 39 ☐ 6 55 - 59
☐ 3 40 - 44 ☐ 7 60 - 65
☐ 4 45 - 49 ☐ 8 66 and over

EMPLOYMENT POLICIES AND PRACTICES

7. Do you have a contractual agreement? (51) ☐ 1 YES ☐ 2 NO
a) If YES, please indicate type and terms:

- | (1) <u>Type of Agreement</u> | (2) <u>Term of Agreement</u> |
|---|---|
| (52) ☐ 1 Formal written contract | (53) ☐ 1 One year |
| ☐ 2 Letter of agreement | ☐ 2 Two to three years |
| ☐ 3 Retained by Board resolution | ☐ 3 Four to five years |
| ☐ 4 Oral agreement only | ☐ 4 Indefinite |
| ☐ 5 Other | ☐ 5 Other |

EMPLOYMENT POLICIES AND PRACTICES (continued)

8. Are you provided a formal performance review?

(54) ☐ 1 YES ☐ 2 NO

a) If YES, how often does the review take place?

(55) ☐ 1 At the end of the contract term
☐ 2 Annually
☐ 3 Every two to three years
☐ 4 Every four to five years
☐ 5 At the pleasure of the Board
☐ 6 At the request of the CEO

b) If YES, who conducts the performance review?

(56) ☐ 1 Chair of the Board
☐ 2 Committee of the Board
☐ 3 Board as a whole
☐ 4 Other (Please specify) _____

TENURE POLICY

9. If you were promoted from within this institution/system, were you a tenured faculty member before becoming Chief Executive Officer? (Leave blank if not applicable)

(57) ☐ 1 YES (see 9a, b and c) ☐ 2 NO (see 9d and e).

If YES:

a) Did you retain your tenured status as CEO?

(58) ☐ 1 Yes
☐ 2 No
☐ 3 Don't know

b) Will tenure be reinstated when you leave the president's office or you return to faculty status?

(59) ☐ 1 Yes
☐ 2 No
☐ 3 Don't know

TENURE POLICY (continued)

c) Will your salary revert to the faculty pay scale if you return to faculty status?

- (60) ☐ 1 Yes
☐ 2 No
☐ 3 Don't know

If NO:

d) Were you granted tenure as a result of becoming Chief Executive Officer?

- (61) ☐ 1 Yes
☐ 2 No
☐ 3 Don't know

e) Is provision made for achieving tenure during your service as Chief Executive Officer?

- (62) ☐ 1 Yes
☐ 2 No
☐ 3 Don't know

10. If you were hired from outside the institution/system, were you:
(Leave blank if not applicable.)

a) Given academic rank upon assuming position of Chief Executive Officer?

- (63) ☐ 1 Yes
☐ 2 No
☐ 3 Don't know

b) Granted tenure, or given an opportunity to achieve tenure during service as Chief Executive Officer?

- (64) ☐ 1 Yes
☐ 2 No
☐ 3 Don't know

VACATION/LEAVE OF ABSENCE

11. What is your annual earned vacation?

- (65) ☐ 1 Three weeks ☐ 4 Six weeks
 ☐ 2 Four weeks ☐ 5 Seven weeks
 ☐ 3 Five weeks ☐ 6 Other -----

Does this exceed maximum vacation for administrative staff?

- (66) ☐ 1 YES ☐ 2 NO

12. Are sabbaticals provided to you?

- (67) ☐ 1 YES ☐ 2 NO

a) If YES, after how many years as CEO are you eligible? _____ YEARS (68-69)

b) What is the duration of a sabbatical? _____ MONTHS (70-71)

c) Are sabbaticals: (72) ☐ 1 Paid
 ☐ 2 Unpaid
 ☐ 3 Partially paid:
 _____% of annual salary (73-75)

13. Are leaves of absence (other than sabbaticals) provided for the following purposes? Please indicate if they are paid or unpaid.

	NOT PROVIDED	PROVIDED	
		Paid	Unpaid
Governmental/Public Appointments	(76) ☐ 1	☐ 2	☐ 3
Extended Study/Research	(77) ☐ 1	☐ 2	☐ 3
Personal/Medical	(78) ☐ 1	☐ 2	☐ 3
Other (Please specify) _____	(79) ☐ 1	☐ 2	☐ 3

CASH COMPENSATION

14. What is your current annual salary? \$ _____
(5-10)

CASH COMPENSATION (continued)

1) During the last twelve months did you receive a salary increase?

(11) ☐ 1 YES ☐ 2 NO

2) Was the salary increase a result of:

- a) (12) ☐ 1 Promotion to position
b) ☐ 2 Hired for position from outside institution
c) ☐ 3 Annual or periodic performance review
d) ☐ 4 Other (Please specify) _____

3) Increase Information

a) Amount of Increase 1 \$ _____ (13-18)

b) Date of Increase 2 _____ (19-24)
Month/Year

c) % of Increase 3 _____ (25-28)
over previous
salary

4) If the increase was the result of an annual or periodic performance review, how many months between the most recent and the previous salary increase?

_____ Months
(29-30)

15. Is a portion of your salary provided by sources other than your institution?

(31) ☐ 1 YES ☐ 2 NO

If YES, what are the sources and amount?

Amount

University or College Foundation ☐ 1 \$ _____ (32-37)

Grants ☐ 2 _____ (38-43)

Other (Please specify) _____ ☐ 3 _____ (44-49)

Total 4 _____ (50-54)

CASH COMPENSATION (continued)

16. Do you receive any other additional cash compensation (annual bonus, salary supplement, etc.)?

(55-57) ☐ 1 YES Type: ☐ 1 Annual Bonus \$ _____
 ☐ 2 NO ☐ 2 Salary Supplement _____
 ☐ 3 Other (Please specify) _____

Total \$ _____ (58.63)

17. Do you have other sources of earned income (excluding personal or investment income)?

(5) ☐ 1 YES ☐ 2 NO

a) If YES, what are the sources?

Annual Amount

Paid corporate directorships ☐ 1 \$ _____ (11-15)

Honorariums ☐ 2 _____ (16-19)

Consulting Activities - Fees ☐ 3 _____ (20-23)

Lecture Fees (6-10) ☐ 4 (24-27)Other (Please specify) ☐ 5 _____ (28-31)

Total, all sources	6	(32-36)
--------------------	---	---------

b) Does your employment agreement include a guarantee of a certain level of earned income from other sources?

(37) ☐ 1 YES

☐ 2 NO

c) Does the institution limit the total amount you may receive from other sources?

(38) ☐ 1 YES The limit is \$ _____ (39-43)

☐ 2 NO

PART C: CHIEF EXECUTIVE BENEFITS AND PERQUISITES

This section of the questionnaire covers benefits which may be available to all exempt employees or the Chief Executive only.

BASIC BENEFITS

18. Please indicate which of the following benefits are available to you by checking the box which indicates the percentage of premium cost paid by the institution.

				PERCENTAGE OF PREMIUM COST PAID BY INSTITUTION			
		NOT PROVIDED		100%	50% or More	Under 50%	None
Medical							
Medical/Hospital Insurance:							
CEO coverage	(44)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
CEO family	(45)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Dental Care Insurance:							
CEO coverage	(46)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
CEO family	(47)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Vision Care Insurance:							
CEO coverage	(48)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
CEO family	(49)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Prescription Drug Insurance: (Check only if a separate insurance plan provided)							
CEO coverage	(50)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
CEO family	(51)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Other Insurance Plans							
Basic Life Insurance	(52)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Basic Short-Term Disability	(53)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Long-Term Disability	(54)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Accidental Death & Dismemberment	(55)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Business Travel Insurance	(56)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Personal Liability Insurance	(57)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	
Survivor Income Insurance	(58)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5	

BASIC BENEFITS (continued)

19. If the following are provided, please indicate whether they apply to the CEO only, the CEO and key selected staff, or to all exempt employees.

		NOT PROVIDED	CEO Only	CEO and Key Staff Only	All Exempt
Reimbursement of Medical/ Dental Expenses in Excess of Basic Plan	(59)	☐ 1	☐ 2	☐ 3	☐ 4
Supplemental Life Insurance	(60)	☐ 1	☐ 2	☐ 3	☐ 4
Supplemental Long-Term Disability	(61)	☐ 1	☐ 2	☐ 3	☐ 4
Supplemental Retirement Plan [TSA or 403(b)]	(62)	☐ 1	☐ 2	☐ 3	☐ 4
Other Deferred Compensation Plan	(63)	☐ 1	☐ 2	☐ 3	☐ 4
Housing	(64)	☐ 1	☐ 2	☐ 3	☐ 4
Automobile	(65)	☐ 1	☐ 2	☐ 3	☐ 4
Annual Physical Examination	(66)	☐ 1	☐ 2	☐ 3	☐ 4
Financial/Legal Counseling	(67)	☐ 1	☐ 2	☐ 3	☐ 4
Involuntary Separation Arrangement	(68)	☐ 1	☐ 2	☐ 3	☐ 4
Interest-free Loans	(69)	☐ 1	☐ 2	☐ 3	☐ 4

BENEFITS PROGRAM FEATURES

20. Medical Insurance

Are any special medical insurance provisions applicable to the CEO position?

(5) ☐ 1 YES ☐ 2 NO

If, YES, please describe _____

(6)

BENEFITS PROGRAM FEATURES (continued)**21. Life Insurance**

If supplemental life insurance is available, is it paid for by the institution?

(7) ☐ 1 YES ☐ 2 NO

What is the maximum amount of insurance available to you? \$ _____
(8-14)

22. Long-Term Disability

If special long-term provisions are applicable to you, what is the maximum percentage of pay covered by long-term disability? _____%
(15-17)

What is the maximum benefit? \$ _____
(18-24)

23. Business Travel Insurance

Is supplemental coverage (such as 24-hour coverage) available?

(25) ☐ 1 YES ☐ 2 NO

Is supplemental coverage paid by the institution?

(26) ☐ 1 YES ☐ 2 NO

24. Which of the following insurance programs will be provided following retirement?

		If provided, is coverage reduced following retirement?		Is coverage paid in part or in full by Institution?	
(27-31)	☐ 1 Basic Medical Insurance (32)	☐ 1 YES	☐ 2 NO (33)	☐ 1 YES	☐ 2 NO
	☐ 2 Dental Insurance (34)	☐ 1 YES	☐ 2 NO (35)	☐ 1 YES	☐ 2 NO
	☐ 3 Vision Care (36)	☐ 1 YES	☐ 2 NO (37)	☐ 1 YES	☐ 2 NO
	☐ 4 Life Insurance (38)	☐ 1 YES	☐ 2 NO (39)	☐ 1 YES	☐ 2 NO
	☐ 5 Long-Term Disability (40)	☐ 1 YES	☐ 2 NO (41)	☐ 1 YES	☐ 2 NO

BENEFITS PROGRAM FEATURES (continued)

25. Retirement Benefits

a) What amount is contributed by the institution to your retirement program? Please express the amount as a percent of your salary; if none, enter 0. _____ %
(42-44)

b) What amount are you required to contribute to your retirement plan? Please express the amount as a percent of your salary; if none, enter 0. _____ %
(45-47)

c) Does your retirement program provide investment alternatives?

(48) ☐ 1 YES ☐ 2 NO

26. If your institution provides you with a supplemental retirement income plan, indicate type and the percentage of salary contributed by you and your institution

PERCENT OF SALARY

Provided
By Your
Institution

Own
Contribution

☐ 1 TIAA SRA

(52-54)

(55-57)

☐ 2 Separate tax sheltered annuity
other than standard TIAA

(49-51)

(58-60)

(61-63)

☐ 3 Other deferred compensation plan

(64-66)

(67-69)

27. What is the percent of current compensation you expect to receive (from all sources described in question 25 and 26) at retirement _____ %
(70-73)

BENEFITS PROGRAM FEATURES (continued)

28. **Tuition Assistance:** for dependent children and spouse.

	FOR CHILDREN	FOR SPOUSE
Not Offered	(5) ☐ 1	(6) ☐ 1
<u>At This Institution</u>		
No provision	☐ 2	☐ 2
Full tuition	☐ 3	☐ 3
50% or more of tuition	☐ 4	☐ 4
Less than 50% of tuition	☐ 5	☐ 5

	FOR CHILDREN	FOR SPOUSE
<u>At Other Institutions</u>		
No provision	(7) ☐ 1	(8) ☐ 1
Full tuition	☐ 2	☐ 2
50% or more of tuition	☐ 3	☐ 3
Less than 50% of tuition	☐ 4	☐ 4
Amount equivalent to benefit at this institution	☐ 5	☐ 5

CEO BENEFITS AND PERQUISITES: Please indicate benefits and perquisites available to you. Check all items that apply to you.

29. **Housing:** Please check all that apply.

- ☐ 1 No provision
- ☐ 2 Residence provided by institution -- If residence is provided, is occupancy required?
- (14) ☐ 1 YES ☐ 2 NO

- (9-13) ☐ 3 Maintenance, including grounds
- ☐ 4 Household staff (full-time, part-time, or as needed)
- ☐ 5 Allowance for remodeling
- ☐ 6 Utilities

CEO BENEFITS AND PERQUISITES (continued)

Housing (continued)

If you do not live in a residence provided by the Institution, indicate housing assistance provided.
(Please check all that apply.)

- ☐ 1 No provision
- ☐ 2 Allowance toward home purchase
- ☐ 3 Subsidy to reduce mortgage interest cost
- (15-20) ☐ 4 Rent paid in full
- ☐ 5 Allowance toward rent
- ☐ 6 Property taxes paid in full
- ☐ 7 Allowance toward property taxes

30. Automobile: Please check all that apply.

- ☐ 1 No provision
- ☐ 2 Personal car provided
- ☐ 3 Pool car assigned to Chief Executive Officer
- ☐ 4 Unassigned pool car available as needed
- (21-27) ☐ 5 Operating expenses (fuel and maintenance)
- ☐ 6 Allowance toward operating expenses
- ☐ 7 Option to purchase
- ☐ 8 Driver provided as needed

31. Entertainment Expense (Local): Please check all that apply.

- ☐ 1 No provision
- ☐ 2 Fixed allowance for business entertainment off-campus and/or at home
- (28-32) ☐ 3 Reimbursement for actual out-of-pocket expenses
- ☐ 4 Unrestricted expense account

CEO BENEFITS AND PERQUISITES (continued)

Entertainment Expense (Local) (continued)

- ☐ 5 Use of campus facilities for entertaining
- ☐ 6 Institution staff (e.g., catering) available as needed

32. Business and Professional Travel Entertainment: Please check all that apply.

- ☐ 1 No provision
- ☐ 2 Reimbursement for actual out-of-pocket expenses
- ☐ 3 Unrestricted expense account
- ☐ 4 Per diem allowance
- (33-39) ☐ 5 Separate travel allowance
- ☐ 6 First-class air travel
- ☐ 7 Airline VIP lounge membership
- ☐ 8 Use of institution-owned aircraft
- ☐ 9 Partial or all expenses for spouse included
- ☐ 10 Partial or all expenses for spouse and children included

33. Assistance for Spouse: Please check all that apply.

- ☐ 1 No provision
- ☐ 2 Secretarial staff (full-time, part-time, or as needed)
- (40-43) ☐ 3 Additional staff/facilities for entertaining as needed
- ☐ 4 Remuneration for involvement in institution affairs
- ☐ 5 Other (Please specify): _____

34. Paid Membership/Dues: Please check all that apply.

- ☐ 1 No provision
- ☐ 2 Professional societies/associations
- (44-48) ☐ 3 Luncheon club

CEO BENEFITS AND PERQUISITES (continued)

Paid Membership/Dues (continued)

- ☐ 4 Country club
- ☐ 5 Health club
- ☐ 6 Other private club (e.g., University Club in New York)

35. Relocation Expenses

(49) ☐ 1 Not applicable. If N/A, skip to question No. 36.

a) Moving expense for household effects:

- (50)
- ☐ 1 No provision
 - ☐ 2 Paid in full
 - ☐ 3 Partially paid

b) Travel expenses for family:

- (51)
- ☐ 1 Not applicable
 - ☐ 2 No provision
 - ☐ 3 Paid in full
 - ☐ 4 Partially paid

c) Employment assistance for spouse:

- (52)
- ☐ 1 Not applicable
 - ☐ 2 No provision
 - ☐ 3 Assistance provided in securing employment

d) Sale of previous residence or cancellation of lease:

- (53)
- ☐ 1 Not applicable
 - ☐ 2 No provision
 - ☐ 3 Assistance provided for financial loss
 - ☐ 4 Closing or other sale-related costs